Town of Alderson

Comprehensive Plan

June 2016

WVU LAW
LAND USE & SUSTAINABLE DEVELOPMENT LAW CLINIC

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The maps in this plan were created using the best available information and data available. However, the maps may not be 100% accurate, and we cannot warrant or represent total accuracy. With respect to the boundaries of Alderson, a discrepancy exists that was unable to be resolved prior to adoption of the plan. The maps represent the best estimation of the town boundary at this time.

Town of Alderson

Comprehensive Plan

Chapter 1: Introduction

June 2016

Chapter 1: Introduction

The Town of Alderson is a small community located in both Monroe and Greenbrier Counties with the Greenbrier River running through the town and dividing the counties. Settled in 1777 when this area was the frontier, Alderson became prominent with the coming of the railroad in the late 1800s. Impressive bank buildings, a large brick warehouse, and Victorian homes testify to town's prosperity, which continued into mid-twentieth century. Alderson is on the rise again, with increased population and a proactive town administration. In order to promote prosperity and ensure a beneficial life for town residents, the town has undertaken this comprehensive planning effort. Elected town officials hope the comprehensive plan will identify key issues facing Alderson and the action steps needed to prepare for the future.

Greenbrier River

Simply put, a comprehensive plan is a vision for the future of a community. While a big part of comprehensive planning is identifying existing and future land uses, the plan also looks at several other elements. A comprehensive plan looks at transportation, community services, economic development, housing, public safety, parks and recreation, and natural and historic resources. All of these elements are inter-related; therefore, a change in one element can have an impact on the others. A good comprehensive plan will also focus on key issues in the community that affect the quality of life for its residents, business owners, and visitors. Only by identifying those key issues and developing an action plan to address the issues, can a community achieve its vision.

The Planning Commission was instrumental in determining key issues in Alderson. At the beginning of the planning process, the commission was asked to take pictures of assets and challenges in the town. The assets identified during this exercise are elements the commission feels contribute to the quality of life in Alderson and should be capitalized upon in the future. The challenges are those elements the commission feels negatively impact the community and may negatively influence a visitor's experience in Alderson.

After the initial identification of issues by the Planning Commission, an open house was held in which the public was invited to identify issues in Alderson. Approximately 50 people attended the meeting. Results from the meeting can be found in Appendix 1: Public Input. An online survey was created because the Planning Commission wanted to solicit additional input from residents who did not attend the open house . A total of 83 people completed the survey. The results of the survey can be found in Appendix 2: Survey Results The results from the open house and survey were presented to the Planning Commission to identify key issues in the plan.

Issues Identified by the Planning Commission

Assets	Challenges
Alderson Community Center	Abandoned Buildings
Alderson Railroad Depot	Empty Storefronts
Fire Department	Greenbrier River
Renaissance Building	Memorial Bridge (pedestrian)
Hospitality House	Housing
Parks	Junk Cars
Memorial Bridge (pedestrian)	Downtown Revitalization
Local Businesses	Flooding
Church Community	Interpretive Center
Housing	Alderson Railroad Depot exterior
Greenbrier River	Litter
Interpretive Center/Visitor Center	Sidewalks
Alderson Main Street organization	Infrastructure
Police Department	,Lack of Code Enforcement

Stakeholder interviews were essential in identifying key issues that specific organizations, business owners, or key people have in Alderson. Stakeholders were identified by the Planning Commission and included the Alderson Action Group, Alderson Main Street, Alderson Public Library, Alderson Lions Club, Downstream Strategies, Friends of the Lower Greenbrier, Alderson Renaissance Corporation, Alderson Women's Club, the Volunteer Fire Department, and the 4th of July Committee.

Each chapter in the Alderson Comprehensive plan details a key issue. This will help the Town implement the recommendations needed to achieve the goals of the plan.

* Chapter 2: Community Services
* Chapter 3: Land Use
* Chapter 4: Downtown Revitalization
* Chapter 5: Implementation

Public Meeting

Input from the Planning Commission and public helped develop a vision statement and goals. The vision statement reflects how Alderson sees itself in the next ten years.

Vision Statement

Alderson exemplifies small town living at its best, a vibrant community with close-knit neighborhoods and the state's largest Fourth of July celebration. The town continues to develop a growing, strong local economy with a solid tax base. Alderson maintains a commitment to preserve and promote the town's history and natural beauty, especially the scenic Greenbrier River and Memorial Bridge. Visitors and residents are drawn to Alderson's many outdoor recreational opportunities, including parks, walking trails, and river access. Alderson attracts new residents and visitors with the town's arts community and its commitment to sustainability by "going green." Alderson strives to be an inclusive town, working with businesses to eliminate barriers and recruiting a talented workforce and providing equal opportunity for all its citizens.

Chapter 1: Introduction

> **Goal 1:** Provide improved water, wastewater, and storm-water infrastructure and services to residents
>
> **Goal 2:** Enhance community resilience and safety
>
> **Goal 3:** Ensure a safe vehicle and pedestrian network by improving existing roadways and sidewalks
>
> **Goal 4:** Maintain and develop park facilities and programs to meet the recreational needs of town residents
>
> **Goal 5:** Encourage land use planning to preserve the character of the town
>
> **Goal 6:** Support the efforts of town revitalization to increase economic development opportunities

Once the vision statement was developed, goals were formulated. The goals address each of the key issues and aim to reflect the long-term desires of the community.

To help with implementation, Chapter 5 contains an implementation matrix as part of the comprehensive plan. The matrix details all of the projects recommended in the plan, as well as potential partners and funding sources. The matrix also details the priority level of each project. The implementation matrix was prioritized with help from the public. A final open house and Internet survey asked the public to select their highest priority project under each goal. The results of the prioritization were presented to the Alderson Planning Commission for review and consideration in drafting the final implementation matrix. Results from the open house can be found in Appendix 1: Public Input.

The Town of Alderson receives its authority to plan from the West Virginia Code, Chapter 8A: Land Use Planning. This chapter gives local governments the authority to create a planning commission, and board of zoning appeals; develop a comprehensive plan; a subdivision and land development ordinance, and a zoning ordinance; as well as set procedures for methods of securities, appeals, enforcement, and enforcement of ordinances. Several mandatory elements are required in a comprehensive plan per Chapter 8A. The following tables display the mandatory elements and where they can be found within the Town of Alderson Comprehensive Plan.

Required Objectives for a Comprehensive Plan	
W. VA. Code §8A-3-4	
Code Provision	**Chapter**
Statement of goals and objectives	1, 2, 3,4, 5
Timeline on how to meet short and long-term goals and objectives	5
Action plan with implementation strategies	2, 3, 4, 5
Recommendations of a financial program for necessary public funding	5
Statement of recommendations concerning future land use and development policies	3
A program to encourage regional planning, coordination, and cooperation	5
Maps, plats, and/or charts- that present basic information on the land, including present and future uses	3

Chapter 1: Introduction

Required Components for a Comprehensive Plan	
W. VA. Code §8A-3-4(c)	
Code Provision	**Page #**
Land Use	
Different land uses (including, for example, residential, agricultural, historic, conservation)	3-2, 3-5, 3-12, 3-13
Population density and building intensity standards	3-2, 3-9, 3-12, 4-2
Growth or decline management	3-9, 4-2, 4-12
Projected population growth or decline	4-2, 4-3
Constraints on development (including identifying flood-prone and subsidence areas)	3-4, 3-5
Housing	
Analyze projected housing needs and different types of housing needed (including affordable housing and accessible housing for persons with disabilities)	3-9
Identify the number of projected housing units and land needed	3-10
Address substandard housing	3-9, 3-10, 3-14, 3-15
Rehabilitate and improve existing housing	3-9, 3-10, 3-14, 3-15
Adaptive reuse of buildings into housing	3-10
Transportation	
Vehicular, transit, air, port, railroad, river, and any other mode	2-3, 2-4, 2-5
Movement of traffic and parking	2-3, 2-4, 2-11, 2-18
Pedestrian and bicycle systems	2-4, 2-11, 2-13, 2-17, 2-19, 2-20, 2-21, 2-22
Intermodal transportation	2-3, 2-4, 2-5
Economic development	
Analyze opportunities, strengths and weaknesses	4-9, 4-10, 4-11
Identify and designate economic development sites and/or sectors	4-10, 4-12, 4-13
Identify types of economic development sought	4-10, 4-13
Miscellaneous Components	
Infrastructure	2-2, 2-9, 2-10, 2-14, 2-15, 2-16, 2-17
Public Services	2-3, 2-9, 2-10, 2-11, 2-15, 2-16, 2-17
Rural	3-12
Recreation	2-5, 2-6, 2-7, 2-8, 2-9, 2-11, 2-12, 2-20, 2-21, 2-22
Community Design	3-15
Preferred development areas	3-12, 3-13
Renewal and/or redevelopment	3-9, 3-10
Financing	5-2 through 5-14
Historic preservation	3-8, 3-10

Town of Alderson

Comprehensive Plan

Chapter 2: Community Services

June 2016

Chapter 2: Community Services

The Town of Alderson provides several different types of community services to its residents. These services include police and fire protection, emergency services, public works, water and sewer service, and recreation. During the planning process infrastructure, transportation, recreation, and public safety were identified as community services of concern to residents. Therefore, this chapter focuses on those issues and concerns, and on action steps for the Town to address these concerns.

Infrastructure

Infrastructure plays a vital role in a public's quality of life in a community. While Alderson is a small town, it provides public water and sewer service to its residents. In 2015 the town established a Utilities Board to oversee water and sewer services.

Public Water

Municipal Park

The Town of Alderson supplies public water to its residents, and to areas outside municipal boundaries (Glen Ray, Palestine, State Route 3, and Muddy Creek Mountain). The water system has approximately 800 customers. Residents have the option of using water wells as their water supply. The minimum charge for service is $17.87 for 2,000 gallons. The cost increases depending on the number of gallons used. In 2011, the town enacted a rate increase of 9.75 percent that will phase in over a three year period. The town recently completed installation of new digital water meters. The new meters are touch read meters which eliminate lead, comply with 10-year testing guidelines, and more accurately measure the amount of water consumed by customers (2013, December 27 Mountain Messenger). The project cost will be paid from existing revenue over the next ten years. The town recently replaced the beads in the up-flow clarifier at the plant and installed a new, improved carbon slurry tank. In 2015 the town replaced intake valves at the river.

Public Sewer

The Town of Alderson operates a public sewer system with approximately 450 customers. The minimum charge for service is $28.11 for 3,000 gallons. The cost increases depending on the number of water gallons used. In 2008, the town enacted a rate increase, initiated changes in the process for collecting past-due bills, and increased fees for disconnection/reconnection. The increase in fees averaged between 40-50 percent for customers using less than 5,000 gallons of water. For those using more than 5,000 gallons of water, the cost increases depending on the number of gallons used.

Wastewater Plant

Public Safety

Police Department

The Town of Alderson Police Department has three full-time officers to provide 20 hours of police coverage per day. The 2014 budget was $98,000. The Department received a grant in 2014 to purchase one vehicle, with plans to purchase another vehicle in 2015. The Alderson Police Department is unique in covering two counties within one municipality, for providing an animal control and shelter program, and for spearheading new ordinances for town safety and regulation. The Department's goal is to add another full-time officer with expanded coverage to the Glen Ray area. To provide 24-hour coverage, the town would need four full-time and two part-time officers, possibly necessitating an increase in the municipal fee collected with the water/sewer bill. Police Chief Jeremy Bennett would like to see the town adopt and enforce a building code by sharing a building inspector with other municipalities. The town needs a property maintenance code. Currently, enforcement of Section 39B Nuisance Code addresses property maintenance, first with a warning, then a citation and fines. Alderson's Municipal Court is a role model for small communities with its Community Service program wherein convicted citizens clean city hall, cut grass, paint curbs, and clean streets.

Alderson Fire Department

Fire Department

The Town of Alderson Fire Department consists of 25 active volunteers who provide fire services to 196 square miles. A majority of the calls are good intent/false alarms, vehicle accidents, and structure fires. The fire department provides the area's only emergency medical services. The department employs certified EMTs and paramedics, however many of the staff work other jobs. The EMTs are paid based on collected billing revenue.

Transportation

Roadways

The Town of Alderson is 11 miles south of Interstate 64, via WV Route 12, providing convenient Interstate access. Lewisburg, a shopping and cultural hub, is 12 miles northeast of Alderson, a twenty-minute drive via WV Route 63, County Route 37, and Houfnaggle/Old Powell Road (County Route 60/13). In Monroe County, WV Route 3 connects Alderson with US Route 219 at Pickaway (four miles north of Union, the county seat) via fifteen winding, scenic miles through rolling farmland. To the west, WV Route 12 connects Alderson to Hinton via twenty-two scenic miles along the Greenbrier River. Other than WV Routes 12 and 3, all roads in Alderson are owned and maintained by the Town.

Chapter 2: Community Services

Alderson Memorial Bridge

Built in 1914, Alderson Memorial Bridge is the only concrete arch bridge remaining in West Virginia; it is listed on the National Register of Historic Places. The bridge was slated for demolition in 1977 due to construction of a new bridge downstream. To save the historic bridge, a vital pedestrian link between two parts of town, citizens formed the Alderson Memorial Bridge Trust Fund. As a result of citizens' work, the WV Department of Highways gave the bridge to the Town of Alderson. Members of the Trust Fund continue to raise funds and apply for grants to maintain the bridge. Vehicular traffic is prohibited except for Fourth of July and Christmas parades. Alderson Memorial Bridge provides pedestrians dramatic views of Greenbrier River and Keeney's Mountain. In 2014, a summer concert and an autumn 100th anniversary celebration were held on Memorial Bridge.

Alderson Memorial Bridge

Pedestrian Network

Alderson has a network of sidewalks throughout its municipal limits. The Alderson Elementary Safe Routes to School program, funded by the Federal Highway Administration, administered by WV Dept. of Transportation, Division of Highways, replaced 12 blocks of damaged sidewalk with new sidewalk, with 7 more blocks to be replaced. Alderson's program, directed by Lynda Neff, is the only program in the state awarded funding every grant cycle. In Alderson, it is the property owner's responsibility to maintain sidewalks on their property, and to clean ice and snow off the sidewalk.

Public Transportation

Public transportation is provided by Mountain Transit Authority (MTA) mini-bus. The Alderson, Lewisburg, and White Sulphur Springs route stops in Lewisburg, Ronceverte, Alderson, Caldwell, and White Sulphur Springs. The route runs Monday through Friday. Cost varies depending on the destination of the rider. The bus stop in Alderson is at the Exxon station.

Parking

On-street parking is provided throughout the Town of Alderson.

Railroad

For a small town, Alderson is fortunate to have passenger railroad service. Alderson is on Amtrak's Cardinal Line. Both east- and west-bound passenger trains travel through Alderson every Sunday, Wednesday, and Friday, stopping if there are passengers to board or disembark from the train. The Cardinal line operates between Chicago and New York City, with numerous stops.

Other modes of transportation

The nearest commercial airport to the Town of Alderson is the Greenbrier Valley Airport north of Lewisburg, a distance of 23 miles. Silver Airways provides daily flights to and from Atlanta and Washington D.C.

There are no ports in close vicinity to the town. While the Greenbrier River is located within municipal limits, it is not used for commercial traffic.

Recreation

Amtrak Cardinal Line Stops

- New York, NY
- Newark, NJ
- Trenton, NJ
- Philly, PA
- Wilmington, DE
- Baltimore, MD
- Washington DC
- Alexandria, VA
- Manassas, VA
- Culpepper, VA
- Charlottesville, VA
- Staunton, VA
- Clifton Forge, VA
- White Sulphur Springs, WV
- Alderson, WV
- Hinton, WV
- Prince, WV
- Thurmond, WV
- Montgomery, WV
- Charleston, WV
- Huntington, WV
- Ashland, KY
- South Shore, KY
- Maysville, KY
- Cincinnati, OH
- Connersville, IN
- Indianapolis, IN
- Crawfordsville, IN
- Layette, IN
- Rensselaer, IN
- Dyer, IN
- Chicago, IL

Both the planning commission and public identified recreation available in Alderson as an asset to the community. Alderson has three parks, a football field, community center, and a small playground located at the Elementary School. The town sponsors several recreation programs and events. The provision of recreation in Alderson is handled by the Park and Recreation Committee. Funding is made available through the City's General Fund. In 2014 total funding was $11,900.

Ballfield, Alderson Town Park

Walking Trail, Alderson Town Park

Alderson Town Park

Chapter 2: Community Services

Parks

Alderson Town Park

Alderson Town Park is west of Monroe Street at the very top of the hill overlooking the town. The town park is the largest park in municipal limits and includes several pieces of recreational equipment:

- Four ballfields, two with lights used by the Little League and Senior League, a T-ball field, and a softball/baseball field
- Two tennis courts
- Basketball Court
- Three playgrounds
- Two small pavilions
- Several picnic tables
- 3/4 mile walking trail

Alderson Mini-Park

The Alderson Mini-Park is located along the Greenbrier River in Greenbrier County. The park includes several picnic tables. The park is used heavily in the summer time for river access by paddlers, fisherman, and swimmers. Community events, such as the rubber ducky race during the 4th of July celebration, occur at the Mini-park. Additional river access is provided by DNR via boat ramp under the Route 3 bridge (rough access road).

Alderson Mini-Park

Alumni Park

Alumni Park is located on the Monroe County end of Memorial Bridge, between the railroad tracks and the Greenbrier River. The park includes a gazebo and several benches for those wishing to enjoy the view of the river. In 2014, Alderson Main Street acquired the site of the former Alderson Hotel property behind the Railroad Depot, between the railroad tracks and the river, and gave the property to the town for a historic park.

Alumni Park

Meadows Park

Meadows Park is located on High Street in Monroe County. The park is privately owned by the Alderson Hospitality House; however, the public is allowed to use the facilities upon request. The park consist of a small playground, pavilion with picnic tables, and open space.

Alderson Memorial Field

The Alderson Memorial Field, owned by the Greenbrier Board of Education, was once used as the high school football field. It was one of the first fields in the County to be lighted. In 1946 the field was dedicated as Alderson Memorial Field in honor of those who served in World War II. A walking track is located around the perimeter of the field and is open during non-school hours. The field is currently used for soccer, little league football, and 4th of July celebrations.

Alderson Memorial Field

Alderson Elementary School

A playground located at the Alderson Elementary School is open to the public during non-school hours. The playground consist of playground equipment, basketball court, slide, and other recreational structures.

Recreational Programs

Recreational programs available for children include Little League baseball, youth league football, and youth league soccer.

Community Facilities

Alderson Community Center

Alderson Elementary School Playground

Formerly Alderson High School, Alderson Community Center was deeded to the Town of Alderson in 1992. It is operated by a Board of Directors. The Center annually houses and feeds approximately 800 volunteers who come to Alderson with outreach programs to repair houses and buildings, do landscaping, and maintain park facilities. The Community Center houses the local quilters club, 4th of July events, organized recreation, VFW and 4-H meeting spaces, and is the polling place for county and state elections. The Community Center also serves as an emergency shelter. Fund-raising dinners are held twice a year, with about

Chapter 2: Community Services

400 people attending each dinner. Plans for the future include a literary festival, more facilities for art and craft endeavors, use of the stage for entertainment events, and increasing organized recreation and health activities.

Alderson Library

Alderson Public Library is governed by a Board of Directors. The library serves Alderson Elementary School and the community at large. In addition to being a lending library, there are computers with free Internet access, arts and crafts programs, a summer reading program, and a seed library (free vegetable seeds).

Alderson Senior Center

The Alderson Senior Center provides lunches for seniors, as well as meals to home-bound or low-income elderly (Meals on Wheels).

The Senior Center holds several activities throughout the year, such as yoga, exercise classes, educational speakers, classes on health, topics of interest to seniors, health testing, and seasonal celebrations.

Community Events and Programs

Alderson 4th of July

Alderson is proudly recognized as host to the largest 4th of July celebration in West Virginia. There are fabulous fireworks--both ground and aerial, field events for all ages, canoe races on the river, a run/walk race through town, Fireman's Rodeo, square dance, outdoor concerts, a car show, rubber ducky race, all-class reunion for Alderson High School, and home and business decoration contests. The festivities are held over a 5 or 6 day period, attracting approximately 12,500 to 18,000 visitors. On parade day alone 5,000 to 9,000 people come to Alderson. A committee was formed in 1962 to coordinate events and raise money to finance the celebration. One of the committee's goal is to encourage participation from surrounding communities, and from those former residents who return for this annual event. The committee needs more volunteers for the recreational venues, and needs help with ever increasing oversight and paperwork necessary to comply with government regulation and to prepare comprehensive grant applications.

Community Market

Each Saturday, May through October, children's recreational activities are featured at Alderson's Community Market, held outside the Alderson Visitor Center. Activities include crafts, corn hole, building things such as paper boats that float, and learning about food. The last day of Market is Autumn Fest, with all kinds of activities including a corn-on-the-cob eating contest and pumpkin decorating. Every week there is music at the Market, most often live music.

Alderson Women's Club

Three annual activities for children attending Alderson Elementary School are sponsored by the Alderson Women's Club: Halloween dance, spring dance, and 5th grade luncheon (graduation to middle school).

Needs Assessment

The Town of Alderson is a small community and is fortunate to have educational facilities (Alderson Elementary School) and medical facilities (doctor's office, EMTs provided by the fire department, a pharmacy, and a medical clinic) within town limits. These community services will help Alderson remain a viable community.

As Alderson is a small community on a tight budget, it is remarkable that the town is able to provide various types of community services. For instance, the provision of public water and sewer is a very important function of town government. Many municipalities do not have the capacity or capability to provide these services to its residents. Providing these services is a costly undertaking. A reserve fund is needed to help pay for needed improvements to the water and sewer system. Local roadways are also difficult to maintain on the municipal budget. With a limited budget, many concerns exist about needed upgrades and continuous maintenance to the water, storm drain, and sewer systems, transportation network, and parks. Public safety is a concern for residents in relation to the provision of police protection.

The online survey that was developed at the beginning of the planning process asked residents to rate their level of satisfaction for several different types of community services. Street condition, recreation availability, and infrastructure were rated as major concerns of residents.

This portion of the Comprehensive Plan explores community service needs discovered during the planning process.

Results of February 2014 online survey

Please rate your level of satisfaction for the following:	Excellent	Good	Fair	Poor
Infrastructure (water/sewer)	2.56%	19.23%	44.87%	33.33%
Street condition	3.90%	19.48%	41.56%	35.06%
Sidewalks	3.95%	28.95%	40.79%	26.32%
Pedestrian Safety	14.67%	48.00%	25.33%	12.00%
Police protection	11.39%	43.04%	35.44%	10.13%
Fire protection	43.04%	46.84%	10.13%	0.00%
Availability of recreation	7.69%	26.92%	30.77%	34.62%

Chapter 2: Community Services

Public Water

One of the main issues with the public water system is the need to replace old water lines subject to leaks and breaks. In April of 2013 the Town of Alderson applied for Small Cities Block Grant to replace black plastic service lines and PVC pipe along Chestnut Avenue, Jefferson Street, Webster Street, Clay Street, Washington Street, Birch Avenue, Cedar Avenue, Johnson Street, Riverside Drive, and Alderson Avenue. The project also included repairs at storage tanks and installation of pressure regulators along with 8 inch main lines. The Town asked for a total of $1,413,345 from the Small Cities program. The town did not receive the grant to complete the project.

Repair to water line leaves sidewalk impaired

Digital water meters installed in 2014 help the town accurately read meters, input that data into the billing system, and find leaks.

Improvements to the water system in 2014 included new check valves at the river inlet, installation of soft-start valves to reduce water-hammer in the lines, and at the plant a new liquid caustic tank, liquid carbon tank, new filter beads, and new screens.

Public Sewer

Alderson will undergo a six million dollar waste water treatment plant upgrade in 2015-2016, financed in part with funds authorized by the US Senate as part of a larger Chesapeake Bay Project. Alderson's administration is working with the Federal Bureau of Prisons to pay their share of the upgrade. Rates for sewer have not been raised since 2009, but will need to increase in 2015. At the sewer plant, a new influent flow meter, chlorinator and sulfanator are installed. Once the upgrade is complete, waste will be treated by ultraviolet light, rather than with chemicals. Work is ongoing to reduce the inflow and infiltrate that is not waste water, testing the system to find where regular storm water is entering the sewer system.

Public Safety

The majority of residents are happy with the fire protection provided by the Alderson Fire Department. A concern of the fire department is the lack of funding and all volunteer base. This makes responding to emergencies difficult as many firefighters work other jobs outside of Alderson. The lack of funding is an issue when trying to buy new equipment, which the department needs.

Many of the public's concerns regarding public safety are in relation to the police department. Currently there are only three full-time officers, which limits the department's ability to fight crime on a proactive basis. Many residents are concerned about crime in the town and would like the town to consider 24

hour police protection. However, the department is not a revenue earning department and the only way for the town to be able to budget more money for police protection would be to annex lands, raise the municipal service fee, or raise tax base.

Along with the Community Center, the fire department is an emergency shelter for the town. A concern of the Planning Commission is the lack of a communication system to notify residents when emergencies do occur.

Transportation

Many streets are in need of repair. Specific streets in need of re-paving, identified by the Planning Commission, are shown on *Map 2.1: Transportation Needs*. This map also details streets that need to be widened to better accommodate traffic.   While Alderson is a very walkable community, there are some sidewalks in need of repair. The Planning Commission also identified these sidewalks on *Map 2.1: Transportation Needs*.   The Planning Commission identified roadways that should be re-configured to allow for better traffic flow. These roads are shown on *Map 2.1: Transportation Needs* as roads that should be turned into one-way streets. East Chestnut Avenue should be one-way because there is not enough right-of-way to widen the street for two-lane traffic.

Recreation

Recreation is a key asset to the community. Many communities twice the size of Alderson do not have the amount of parkland Alderson maintains. According to the National Recreation and Park Association's (NRPA) guidelines for parks and recreation facilities, Alderson far exceeds the amount of parkland and facilities needed based on population size.

One of the main issues with recreation in Alderson is the lack of continued maintenance of existing parks. Residents who completed the survey and attended the initial open house would particularly like to see the town park better maintained and new playground equipment installed. The town park's location is a challenge because it sits at the top of a hill and is long walk for many residents, especially those on the Monroe County side. The sidewalk to the park is in poor condition. Many residents would like a small park constructed closer to the center of the town.   Some vacant lots on the Greenbrier side of the river provide a possible site for an additional park.

Alderson Town Park

Residents desire more walking trails and bike paths throughout the town. Many suggested a bike trail along the Greenbrier River. At one time there was a short gravel trail along the river but floods destroyed the trail. Therefore any type of trail that would be constructed would have to withstand flood waters. The town is also not sure who owns the property along the river as many property owners contend that they, not the

town, own the riverfront property across the street from their houses.

Throughout the planning process, the Greenbrier River was identified as a major asset to the town. However, there is a general consensus that the river recreation in Alderson is not promoted enough. Currently many people go up-river to canoe or kayak as there are no canoe or kayak rentals in Alderson. River access exists for those on the Monroe County side of the river, but the access road is in poor condition.

In terms of programming, public comments identified the need for more youth activities, additional festivals, and special events. The Alderson Community Center would be a perfect location for a youth community center, however the center currently is only open for an open gym, rentals or when the town holds special events.

Greenbrier River

Chapter 2: Community Services

Action Plan

The Community Services Action Plan provides recommendations for goals the Town would like to achieve in the future. The goals were developed with public participation throughout the planning process. Objectives were developed for each key concern.

Goal 1: Provide improved water, wastewater, and storm-water infrastructure and services to residents

Objective: Ensure the current infrastructure can serve the needs of current and future residents

Action Steps

Action Step: Replace water lines

The Town of Alderson has applied repeatedly for grants to replace aging water lines within Alderson but has not been successful. Currently the town repairs water line breaks when they occur which is a reactive, not proactive approach. While a number of waterlines are identified for repair or replacement, nearly the entire system needs to be replaced for best management of water distribution.

Action Step: Update the waste water treatment plant and improve sewer lines feeding the plant

The West Virginia Department of Environmental Protection mandated that the Town upgrade the waste water treatment plant to reduce the phosphorus discharged into the Greenbrier River. Another needed update is the separation of stormwater and waste water which overload the system during high rain events.

Chapter 2: Community Services

The town also needs to devise and implement an inflow/infiltrate reduction strategy for sewer lines, with testing methods to include smoke testing and use of camera for inspection.

Action Step: Clean, repair, and update storm drains

Flooding during high rain events is exacerbated when storm drains do not function properly. The most common problem is flooding property due to clogged storm drains; the drains are unable to carry away excess water. Cracked or broken storm drains add to the water table, flooding property and basements. When the river is at flood stage, with no mechanism for shutting off a storm drain at the riverbank, river water backs up through the storm drain and floods property inland from the river. As noted in the previous action step, some storm drains are connected to sewer lines, overwhelming the waste water treatment plant. Harwood Run, a creek on the Monroe side, floods adjacent properties during heavy rains.

Action Step: Ensure sustainability and effectiveness in water, sewer, and storm-water systems

The sustainability and effectiveness of water, sewer, and storm-water systems is an important quality of life issue for residents in Alderson. The importance of clean water for drinking, bathing, and cooking cannot be underestimated. Wastewater treatment plants are essential in keeping water safe and clean for residents. Therefore, it is important to address aging infrastructure and needed upgrades to ensure clean water is available in the future. The town needs to implement and plan budget strategies to comply with state legislation mandating a reserve adequate of the percentage of the budget to maintain and repair the system. The following action items were also developed to ensure the viability of infrastructure in the future.

Water System
- Continue to strive for unaccounted water to meet or exceed less than 15 percent
- Continue to repair the aging lines and service lines
- Inspect and maintain all water storage tanks with a full drained tank inspection every five years
- Maintain a current source water protection plan
- Repair and replace outdated infrastructure as funding is available or plans allocate
- Utilize alternative water sources to maintain a flow of a least 500 gallons per minute to the plant any time
- Utilize creeks and fire trucks for tanker shuttles
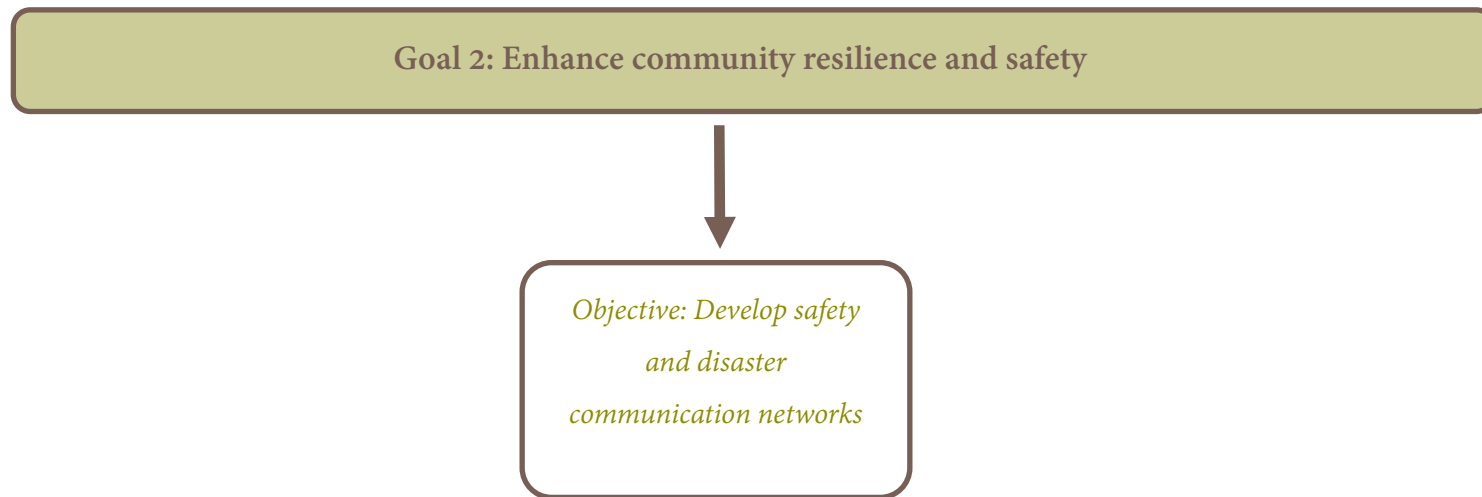
Sewer System
- Continue to reduce the inflow and infiltrate of non-sewer surge
- Eliminate the Storm Surge Overflow
- Repair and replace out dated infrastructure

Chapter 2: Community Services

- Continue to identify sources of phosphorous from residences
- Reduce grease and other non-sewer waste

To promote efficient communication and the ability to pinpoint problems, each manhole cover in the Town will be identified with an individual code linked to a map of the Town's infrastructure.

The Town may need to raise the rates customers pay for water in order to repair and maintain water lines, and raise customers' sewerage rates to repair and maintain sewer lines.

> **Goal 2: Enhance community resilience and safety**

> *Objective: Develop safety and disaster communication networks*

Action Steps

Action Step: Develop a plan on how to communicate with the public during an emergency or natural disaster

The community center is used as the emergency shelter in Alderson. The town is working on a plan on to communicate with the public during emergencies. The town should consider the use of text messaging alerts, email alerts, and posts online on a town website to let people know what is going on. The Alderson Municipal Planning Commission aims to produce a website for town information to include emergency preparedness plans.

Action Step: Develop community oriented policing to address the concerns of residents pertaining to crime

Crime is a concern of many in Alderson. Residents would like more officers hired and an attempt made at officers getting to know residents of the town. However, the Town of Alderson can only afford to pay two full-time and one part-time police officers. To get the community involved and to help change the

perception of the police department, the town should adopt community orientated policing policies. Community oriented policing brings the police and the community together by working together to address and identify crime. There are simple and inexpensive methods to get the public involved:

- Town webpage
- Email system
- Community crime watch meetings
- Text messaging system
- Additional press releases
- Youth policing academy
- Citizens Police Academy

Action Step: Water system organization during catastrophic event

The Bureau of Prisons are able to maintain themselves for 3 days, once they are noticed of an event. Their reserve water capacity is 600,000 gallons. In the event of a catastrophic event, water supply to the Bureau of Prisons should be shut off immediately upon recognizing an event with notification to the Warden or the Duty Officer in charge. The Town of Alderson can sustain itself for 2 days under normal conditions without pumping.

Until a fixed generator is in place, a rented 300KW generator is needed to run power for water supply. Bureau of Prisons will have to assist in the actual hook up of the generator.

Action Step: Municipal organization during catastrophe

All departments will operate under the National Incident Management System with groups functioning under unified command as outlined in NIMS. The mayor shall serve as the incident commander. The Town Clerk will serve as the Financial Officer. Each department head will serve as the division chief as necessary to staff the event.

Chapter 2: Community Services

Goal 3: Ensure a safe transportation network by improving existing roadways and sidewalks

Objective: Maintain existing streets to accommodate residents traveling to and from Alderson

Objective: Provide a pedestrian friendly atmosphere

Action Steps

Action Step: Develop a road maintenance plan

Many roads are in need of repair in Alderson. The Planning Commission listed roads in need of repair as shown on *Map 2.1: Transportation Improvements*. Town Council and the Public Works Committee should use the list as a starting point to develop a plan. The Public Works Committee should complete an assessment of each road in town limits and determine the condition. This assessment and the Planning Commission's list will help the town prioritize the roadways in immediate need of repair. A schedule should be created for major and minor repairs. The replacement of water and sewer lines should be considered as roads could be repaired at the same time as lines are being replaced.

Chapter 2: Community Services

Action Step: Develop a sidewalk program to prioritize sidewalk improvements

Many sidewalks are in need of repair in Alderson. The Planning Commission took the first step by identifying sidewalks they feel are in need of repair:

- Johnson Street
- Maple Avenue

The Town should use the Planning Commission's list as a starting point and add to the list after a thorough review of each sidewalk in town limits. The town should develop a sidewalk program to prioritize the most needed repairs, as well as construction of new sidewalks. The sidewalk program would utilize a point system to establish which sidewalks should be repaired or constructed first. The point system would take into account the following factors:

- Sidewalks proximity to parks, local government facilities, schools, businesses, etc.
- Connectivity with other sidewalks
- Average daily foot traffic
- Topography of street
- Conflicts with other utilities
- Available right-of-way

Chapter 2: Community Services

Goal 4: Maintain and develop park facilities and programs to meet the recreational needs of town residents

Objective: Improve existing recreation facilities

Objective: Make the town more walkable with walking paths and trails

Objective: Construct new recreation facilities

Objective: Offer recreational events and programming for citizens of all ages
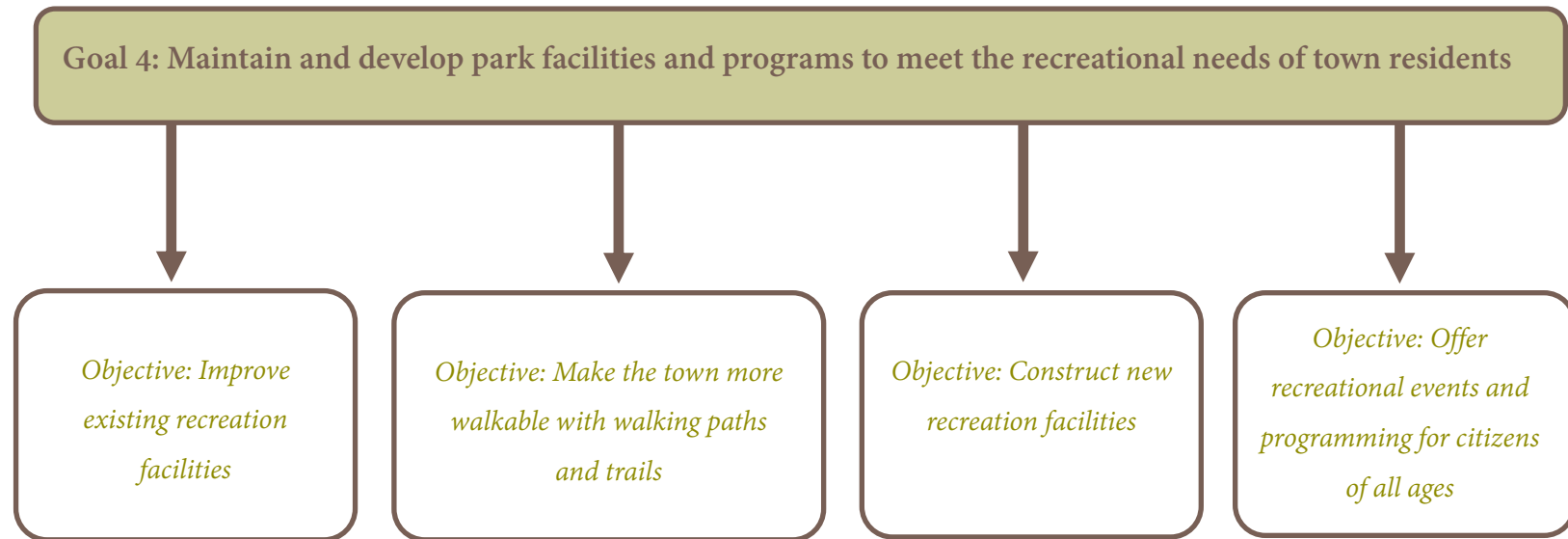
Action Steps

Action Step: Revitalize Town Park

Town Park needs maintenance and new facilities. Many residents stated throughout the planning process the park's location at the top of the hill makes it difficult for residents to walk to the park. The focus of Town park should be on providing fields for baseball and softball, picnic facilities, and walking paths. Existing playground equipment in poor condition should be removed and replaced. The town should also make the following improvements:

- Install trail signs
- Replace picnic tables
- Extension of existing walking trail to Muddy Creek
- Installation of bike racks

Action Step: Make Memorial Bridge more bicycle friendly

There is not enough space between the posts on the bridge that block vehicular traffic and the sidewalk to allow bicyclists to enter the bridge. However, the current placement is necessary for vehicles to pass through during parades, especially the firetrucks. Low-profile ramps are needed outside the barrier posts, where the sidewalk angles away from the traffic lane. Residents would

Memorial Bridge Traffic Block

also like the utility wires to be hidden. Currently they are located beside the bridge and detract from both the view on the bridge and the view of the bridge. Conduit is in place, built into the east side of the bridge, but utility companies refuse to move their wires.

Action Step: Develop a new park in town

The Town is in the process of trying to acquire land to link Alumni Park with the Alderson Hotel site (Monroe County side). Developing a small park in the downtown area on the Greenbrier County side would provide a good location for playground equipment, more accessible than Town Park. The following facilities should be considered:

- Play system (Ages 2-12)
- Swings (including baby swings)
- Climbing rocks
- Benches
- Bicycle racks
- Picnic tables
- Trash receptacles

Example of playground equipment

Action Step: Design walking routes throughout Town

During the planning process, many residents stated they want additional walking trails in Alderson. This is difficult due to the topography and lack of available land along the river. Therefore, the Town should design walking routes throughout the Town. The walking routes should travel past significant historical resources and fascinating items in town. The condition of sidewalks and roadways should be considered when determining the routes. Routes should be signed and include the distance traveled. There should be a short course (1 mile or less) for those that don't wish to walk very far and a more ambitious route (3 or more miles with varied topography) for those that desire a more challenging workout.   The starting point for each could be the Alderson Visitors Center/ Greenbrier River Interpretive Center, where maps would be available. Alderson Main Street current provides a brochure for a short walking tour of historic sites in town.

Sign example from Mystic River, Massachusetts

Chapter 2: Community Services

Action Step: Install bicycle *Share the Road* signs

Installing bicycle lanes in Alderson is a priority for residents. Riding bicycles is "green" transportation and good exercise. Because most roads in Alderson do not have shoulders, the only viable option for bicycle traffic is to ride on the existing roadway. Bicycle *Share the Road* signs installed throughout Alderson will alert motorists to look out for cyclists on the roadway.

Action Step: Provide communication and promotion of recreational events for families and young children

Alderson is a family-friendly town with events for children. The biggest challenge may be communication--promoting public awareness of events and opportunities available for children and families.

Example of a Share the Road Sign

Town of Alderson

Comprehensive Plan

Chapter 3: Land Use

June 2016

Chapter 3: Land Use

Examining the way land is used in a community is a critical component of a comprehensive plan. Therefore, this chapter focuses on the land use characteristics of Alderson. The chapter includes an analysis of existing land use patterns, land use ordinances, housing characteristics, and future development.

Land Use

Existing Land Use

The population density of Alderson according to the 2010 Census is 1,330.3 persons per square mile. While this is not as dense as some cities, the city is denser than many rural areas. Alderson is primarily a residential community, with mostly single-family homes, as evidenced by *Map 3.1: Existing Land Use*. Multi-family uses are located on Stewart Street, Davis Street, Maple Avenue, North Monroe Street, Railroad Avenue, Lee Street, Johnson Street and at Alderson Manor. Alderson Manor provides low income housing for the elderly and disabled. Multi-family residences consist of town-homes, apartments, and single family homes that have been converted into multi-family units. Commercial uses are located along Route 12 in Greenbrier County and along Railroad Avenue in Monroe County. There is no industrial development in Alderson.

Development constraints (steep slopes and floodplains) are shown on *Map 3.1:Existing Land Use.* There are no subsidence areas within city limits.

Land Use Regulations

Zoning

Alderson enacted a zoning ordinance in 1988, with revisions in 2008, 2010, and 2013. The ordinance was enacted for the following reasons:

> The zoning regulations and districts as herein described have been established for the purpose of securing adequate light, air, convenience of access, and safety from fire, flood and other danger; that congestion in the public streets may be lessened or avoided; that the public health, safety, comfort, morals, convenience and general public welfare may be promoted; that the future development of the Municipality may be planned for to the end that highway systems be carefully planned, that new community centers grow only with adequate highway, utility, health, educational, and recreational facilities; that the needs of agriculture, industry and business be recognized in future growth; that residential areas provide healthy surroundings for family life; and that the growth of the community is commensurate with and promotive of the efficient and economical use of public funds.

The Zoning Ordinance details regulations regarding land use, parking, signs, fences, landscaping, mobile homes, and recreational vehicles. The ordinance

includes a definitions section, regulations regarding non-conforming uses, area and height requirements, setbacks, and administration procedures. The zoning map of the town delineates seven zoning districts as shown on *Figure 1: Town of Alderson Zoning Map*. The districts are:

◊ Historic overlay (H)

◊ Residential (R-1)

◊ Business/Residential (R-2)

◊ Business (B-1)

◊ Neighborhood Business (B-2)

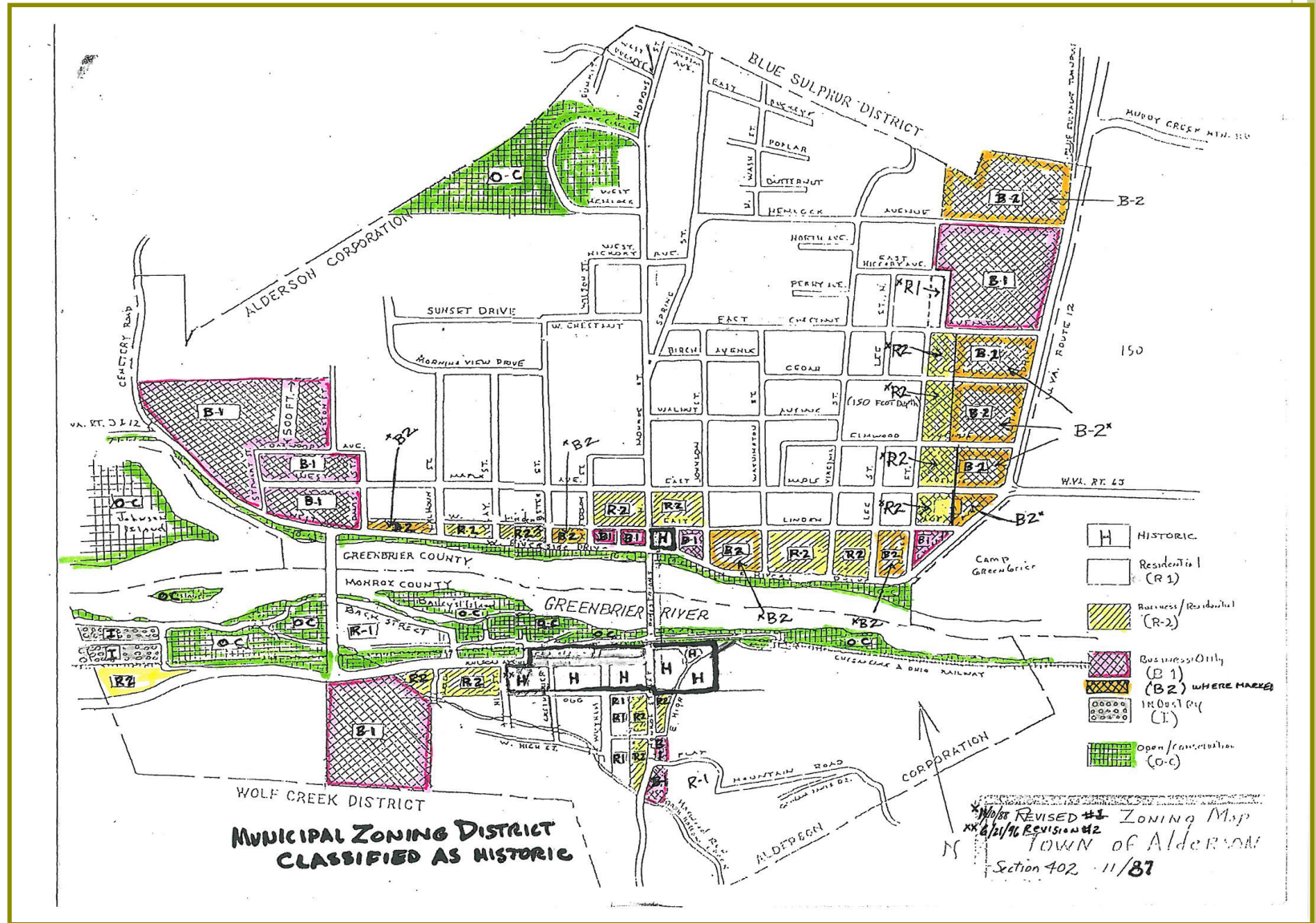◊ Industry (I)

◊ Open Space/ Conservation (O/C)

Figure 1: Town of Alderson Zoning Map

The town expects to completely update the zoning ordinance after adoption of this comprehensive plan.

Chapter 3: Land Use

Subdivision and Land Development Ordinance (SALDO)

Alderson enacted a Subdivision and Land Development Ordinance (SALDO) in 2013 to help guide development in the town.   The ordinance was enacted for the following purposes:

♦   To protect and provide for the public health, safety, and general welfare of the citizens of Alderson

♦   To assist orderly and efficient land development

♦   To coordinate existing streets, roads, and utilities with new streets, roads and utilities

♦   To insure that roads are safe and adequate for the type of subdivision selected and that adequate provision has been made for road maintenance

♦   To safeguard lives and property from loss by fire, flood, and erosion

♦   To protect water supplies and other natural resources

♦   To protect prospective purchasers of land in subdivisions

The ordinance addresses utilities, stormwater facilities, completion of improvements, road standards, recreational facilities and open space requirements, and definitions.

Building Code

In 1988 the town adopted the International Building Code. Building permits are required but there are no inspections. The town plans to share a building inspector with nearby communities, to make sure all construction in Alderson conforms to the code.

Floodplain Ordinance

The zoning ordinance includes regulations regarding development within the floodplain. As shown on *Map 3.1: Existing Land Use*, about one-third of the town is located within the floodplain. The ordinance requires any area located within 100 feet of a stream, lake, or similar body of water, or any other location subject to periodic flooding or inundation abide by the following regulations:

♦   Any new permanent structures, additions or repairs to existing structures shall be built in accordance with BOCA Codes as applicable to buildings in flood plain areas, or in accordance with the Municipal Flood Plain Ordinance, whichever is more stringent

♦   Any use other than agriculture, a park, or an outdoor recreational use shall be subject to review and approval by the Board of Zoning Appeals and shall be authorized only as a special exception, provided that it shall be determined that any such use or structure as is authorized is appropriate to the area and will not unduly obstruct the natural passage of floodwater or result in damage to person or property

Map 3.1: Existing Land Use

N

Source Data: Greenbrier County, Monroe County, West Virginia GIS Technical Center, WVDOT

Legend

Town of Alderson | **Existing Land Use**

- Town of Alderson
- Railroad
- Local Road
- State Road
- Floodplain
- Greenbrier River
- Streams
- Steep Slopes

- Low Density Residential
- Medium Density Residential
- Open Space
- Agriculture
- Commercial
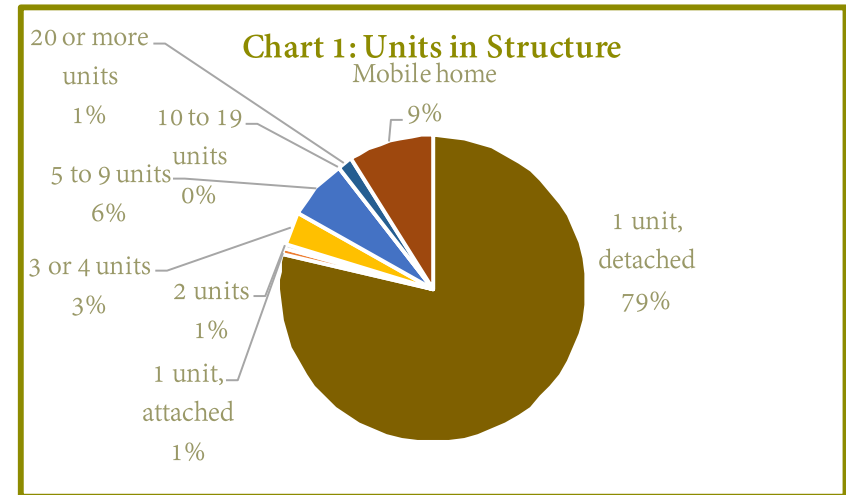- Public
- Parks and Recreation

0   0.05   0.1   0.2 Miles
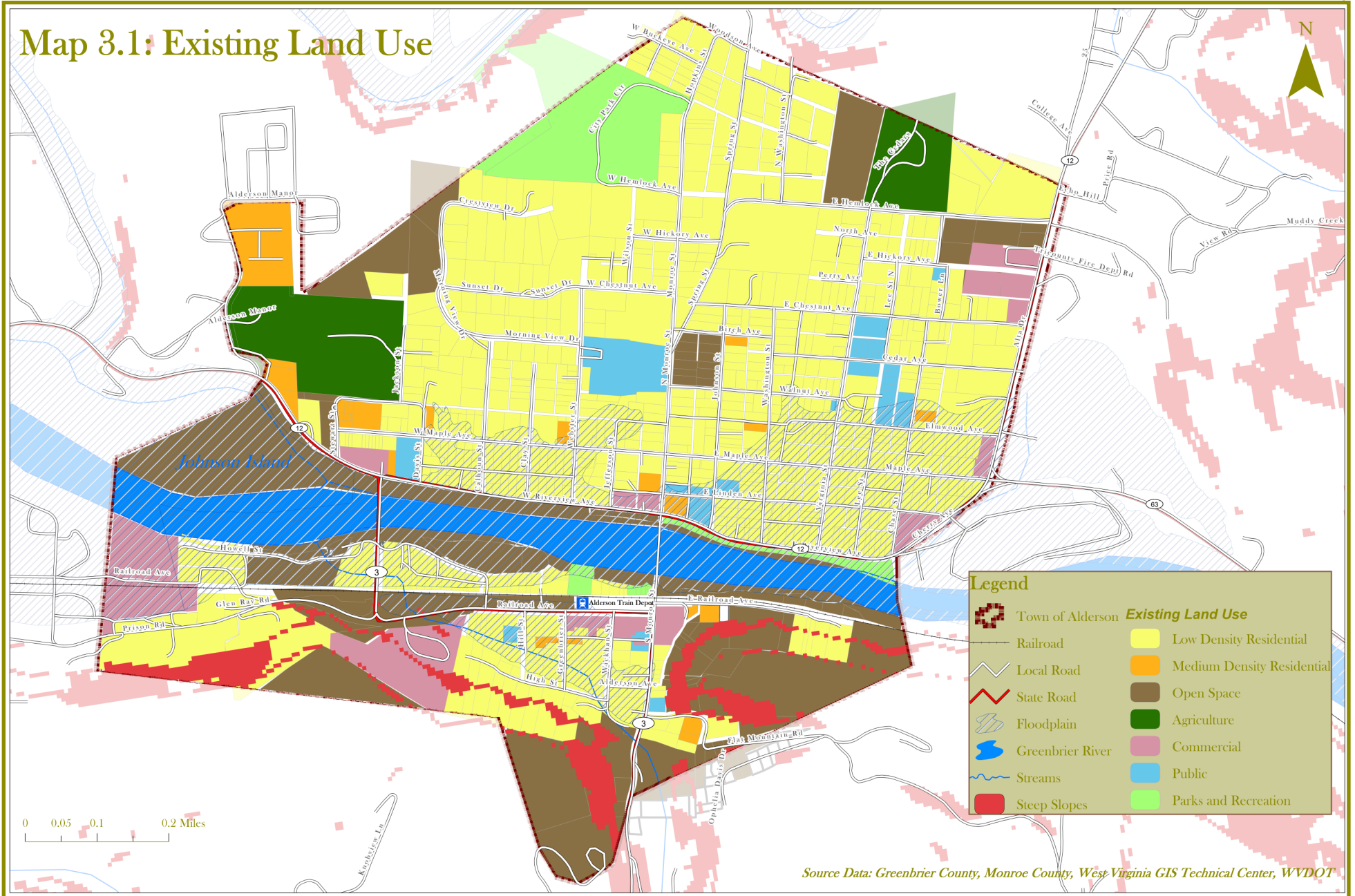
Housing Characteristics

Demographics

As mentioned earlier, Alderson is comprised mainly of single family homes. Data from the 2010 US Census reveals that approximately 79 percent of the homes in Alderson are classified as single family units, as shown on Chart 1: Units in Structure. Of the occupied housing units in Alderson, 67.5 percent are owner occupied and 32.5 percent are renter occupied. The state average is 31 percent renter occupied. The percentage of renter-occupied units in the Town exceeds the percentage in Greenbrier County (27 percent) and Monroe County (17 percent). Ronceverte has 31 percent renters and Hinton 32 percent. In general, home-owners tend to take better care of their home whereas renters may not stay in the community as long, or have a stake in the appearance and quality of the home. Federal rental assistance provides subsidized housing for 17 percent of Alderson households.

Chart 1: Units in Structure

- 20 or more units 1%
- 10 to 19 units 1%
- 5 to 9 units 6%
- 3 or 4 units 3%
- 2 units 1%
- 1 unit, attached 1%
- 1 unit, detached 79%
- Mobile home 9%

Of the total housing units in Alderson, approximately 14 percent are classified as vacant. While this is considered a high vacancy rate, it is lower than Monroe County's vacancy rate of approximately 26 percent and Greenbrier County's vacancy rate at 18.6 percent. Vacancies can negatively affect residential neighborhoods. A high vacancy rate may indicate economic circumstances and housing type and condition are such that many people choose not to live within the municipal boundaries or are moving elsewhere. Many of Alderson's vacant houses are "heir property." Family members let a house sit vacant rather than make a decision to sell or rent.

The highest level of vacancies are classified as "other vacant" by the US Census. This means that the units are held vacant for personal reasons by the owner. Common reasons include:

♦ No one lives in the unit and the owner is making repairs

♦ Owner does not want to rent or sell

♦ Owner is using the home for storage

♦ Owner is elderly and living in nursing home or elsewhere

The second highest level of vacancies are for seasonal, recreational, or occasional use.

Alderson's housing stock includes many older homes. Over 45% were built in 1939 or earlier, as shown on Chart 2: Year Housing Built. Only a few new homes have been built in the past ten years. This is a concern as older homes may need renovation. To maintain Alderson's historic character, and to grow the town's population, Alderson must continue to attract homebuyers willing to renovate structures from the late 19th and early 20th century, Victorian and Arts and Crafts style homes. New construction of townhouses is desirable, for those who do not want to purchase a house.

Chart 2: Year Housing Built

Chart 3: Housing Value
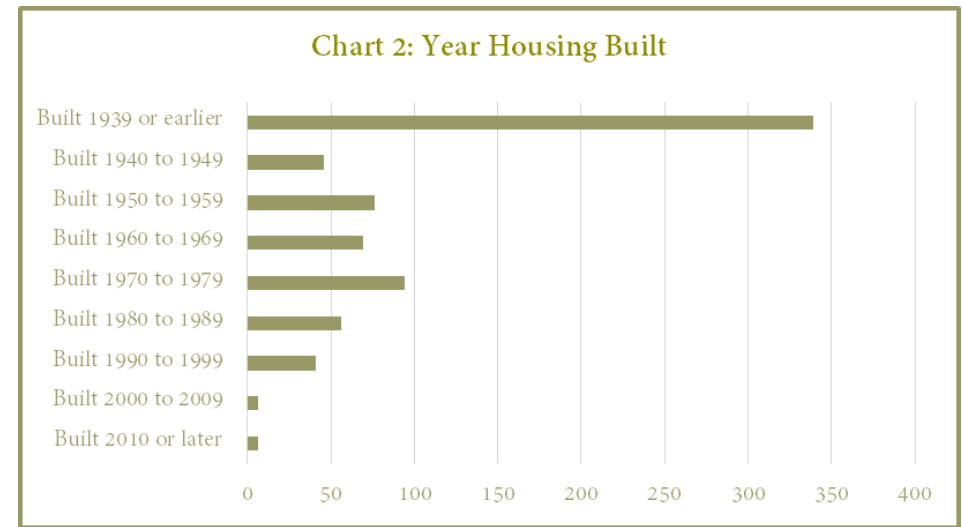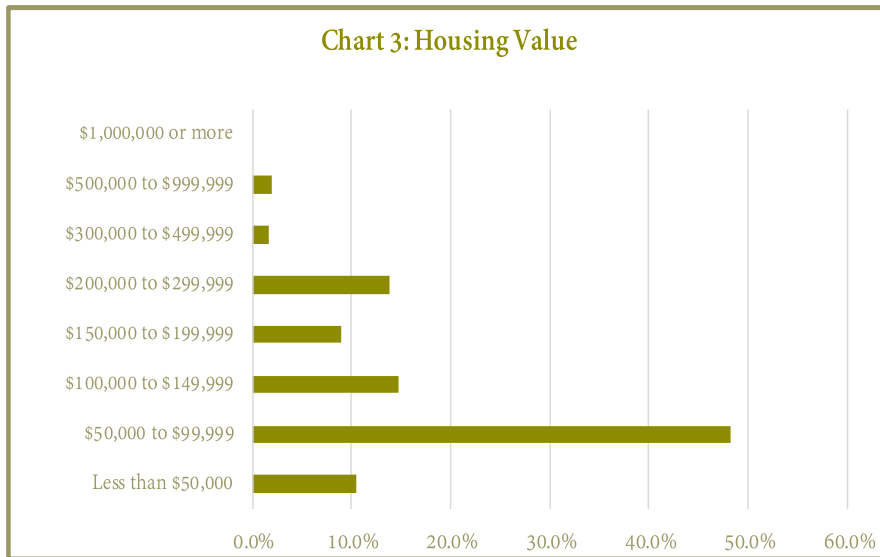
Alderson housing values were examined to provide further insight on the housing market and vacancy rates. The median housing value in Alderson is $86,100 according to the 2007-2011 Community Survey completed by the US Census. For comparison, the median house value in Ronceverte is $84,406, in Hinton $65,936. Alderson's value is significantly lower than the $99,200 value for Greenbrier County and $102,600 value for Monroe County, a rural county with acreage included in house value. Chart 3: Housing Value illustrates a large percentage of Alderson's homes valued between $50,000-$99,999. The age and condition of the homes in Alderson and location in the floodplain could contribute to the lower housing value.

It is important to note that the community surveys completed by the US Census is a survey that samples a small percentage of the population each year.

Historical Character

The town of Alderson is named for the frontiersman, pioneer, and Baptist preacher, John Alderson, who settled and built a log cabin in 1777. He operated a ferry across the Greenbrier River, so the place became known as Alderson's Ferry. For nearly 100 years, Alderson's Ferry was a very small settlement with a blacksmith shop, store, and Baptist Church. Everything changed in 1872 when the Chesapeake and Ohio Railway built their railroad through Alderson on its way to Huntington, WV. Lumber and farm products from Alderson and the surrounding countryside became viable exports. Manufactured items of all types were brought in on the railroad and sold to outlying country stores by merchants with horse and wagon. Before dining cars were invented, railroad passengers stopped at Alderson for meals at the Alderson House Hotel, noted for its excellent food. Victorian prosperity came to Alderson, still evident in domestic and commercial architecture.

Old Greenbrier Baptist Church

Churches

Old Greenbrier Baptist Church, established in 1781 by Elder John Alderson (town founder) is one of the oldest Baptist churches west of the Allegheny Mountains. Other churches in Alderson are Johnson Memorial United Methodist, Alderson Presbyterian, Shiloh Baptist, and Saint Mary of the Greenbrier. Nearby churches are River of Life Church of God and Griffith Creek Baptist Church.

Federal Prison Camp Alderson

This is the nation's first federal prison for women, established 1927, and the first federal prison with a female warden. It is a minimum security facility. The total population is about 1,300 (inmates and staff).

Historic District

Memorial Bridge

A portion of Alderson in both Monroe and Greenbrier Counties became the Alderson Historic District, placed on the National Register of Historic Places in 1993. Architecture is described as predominantly 19th and early 20th century frame detached residences and masonry commercial buildings. Alderson's Municipal Zoning Code establishes a much smaller overlay Historic Business District, primarily in Monroe County, wherein exterior changes must be approved by the Architectural Review Committee, a committee of the Municipal Planning Commission.

Needs Assessment

During the planning process many residents identified the small town atmosphere and natural beauty of Alderson as the greatest assets of the Town. However, there is a concern by many that the presence of abandoned and dilapidated building, lack of enforcement of ordinances, and no new development will have a negative impact on the future of the community. Beautification efforts are needed in the downtown business district. This portion of the Comprehensive Plan will explore the different needs identified during the planning process.

Existing Land Use

Much of the town is already developed. Most of the development is centered around residential uses. This does not provide the town with a variety of uses, specifically commercial and industrial, which could help the tax base of the community. In order to expand in the future, the Town is considering annexation. Potential annexation areas are shown on *Map 3.3: Proposed Future Annexation Areas*. Potential annexation areas are open space with clustered residential areas. Future land uses of these areas would most likely be residential, agricultural and commercial.

Land Use Regulations

It is a real benefit to the town that it has zoning and subdivision regulations in place. However, the ordinances should be updated to meet current standards and practices in land use planning. Ordinances should be enforced. The public survey revealed that most residents (approximately 70 percent) feel that the town is doing a fair to poor job enforcing ordinances.

Housing

The Census information revealed that there is a lack of housing diversity in Alderson. Single family homes make up a majority of the housing stock. This can pose problems for younger residents who can not afford a home or older residents who do not want to maintain a single-family home. Possible development includes multi-family housing accessible to people with disabilities, assisted living facilities, and retirement communities. Affordable townhouses or condominiums for middle-income families or individuals are another possibility. Any updates to the zoning ordinance should include regulations that allow for a range of housing options.

A number of existing properties are in poor condition. Homes are simply not being maintained. Others have been left abandoned and have become dilapidated. The properties are scattered throughout the town; there is not one specific area to identify as a renewal and/or redevelopment area. The town has not enacted a dilapidated building ordinance that would require a property registry. This type of ordinance could help with the abandoned and dilapidated building issues in the town. Plans for the near future are to adopt a property

Housing in Alderson

maintenance code. In December 2014, Town Council appointed a dilapidated building commission to inventory buildings and develop a plan for each dilapidated property.

Only a few high-quality rental townhouses are available for those who work at the Federal Prison Camp or other occupations; more are needed.

Alderson's population declined from 1980 to 2000, then increased from 2000 to 2010, surpassing the 1990 level. Additional new housing, such as townhouses, is needed to attract residents who don't want to rehabilitate an older home. However, it is difficult to determine how many housing units are needed. Opportunity for new development is limited, existing primarily in vacant lots or in land surrounding the town. Economic development will target homebuyers interested in renovating Victorian homes, to preserve the Town's historic character.

There is not much of an opportunity to convert old businesses into housing. There are some vacant apartments over commercial units on Railroad Avenue that could provide additional housing units for those wishing to live in Alderson.

Historic Character

Alderson's historic character is mentioned by residents as a huge asset to the Town. Residents are proud of the Town's history and its place on the National Register. However, many are afraid the Town's historic status is in jeopardy due to lack of ordinance enforcement. In the zoned Historic Business District, property owners are required to apply for a Certificate of Appropriateness for changes to the exterior of structures. Often the Planning Commission, including members of the Architectural Review Committee, are not made aware of building permits issued and do not have an opportunity to review plans. Many property owners are unaware they need a building permit for changes to their property. Public education is needed to inform residents of the Town's rules and regulations.

Alderson Historic District

Action Plan

The Land Use Action Plan provides specific recommendations regarding land use within the Town of Alderson. As such, the following goal and objectives were created to direct the town in future land use planning efforts:

Goal 5: Encourage land use planning

Objective 1: Enact and revise ordinances to protect the quality of life of residents

Objective 2: Improve the appearance of Alderson
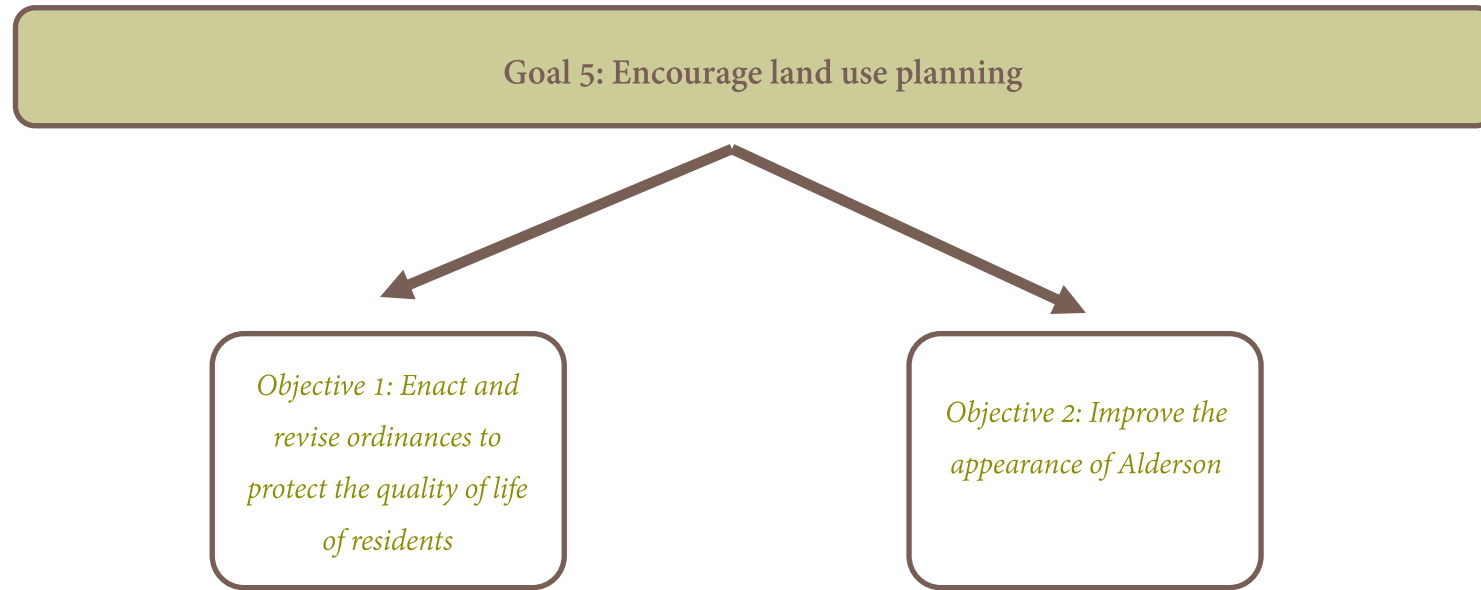
Action Steps

The following action steps were developed to delineate the specific actions the Town must take to achieve the land use objectives and goal.

Action Step: Revise the zoning ordinance to be consistent with the vision in the Comprehensive Plan

Alderson's current zoning ordinance needs to be updated to be consistent with the comprehensive plan and to comply with Chapter 8A of the West Virginia Code. The ordinance was reviewed and the following recommendations are offered for consideration:

- Update Board of Zoning Appeals provisions
- Update provisions regarding nonconforming uses
- Develop procedures and requirements for conditional use permits in each zoning district
- Review uses and corresponding zoning districts to determine current functionality

Chapter 3: Land Use

Map 3.2: Future Land Use depicts future land use classifications in the Town of Alderson. This map should be used to help guide any updates to the zoning ordinance. The future land use map also depicts preferred residential development areas in accordance to the West Virginia Code, Chapter 8A: Land Use Planning. The City plans to continue to grow with possible annexation areas and therefore will continue a more suburban, built-out land use pattern.

Future Land Use Classifications

Single Family Residential- intended to provide for low density residential uses.

Multi-Family Residential- areas intended to provide for multi-family uses

Town Center- intended to provide for a mix of single family, multi-family and commercial uses congruent with the historic character of the town

General Commercial- intended to support existing and new development on main corridors within the town

Industrial– intent of this classification is to accommodate industrial uses

Public– land owned by a government entity or non-profit (such as churches)

Rural-areas with steep slopes that are not intended for urban growth

Agriculture- cultivation of the soil, including the planting and harvesting of crops and the breeding and management of livestock

River Conservation Area- designed to protect the riverbank for conservation, recreation and other open spaces, water-related, or historic purposes

Map 3.2: Future Land Use

N

Preferred Residential
Development Area

Preferred Residential
Development Area

Johnson Island

Historic Overlay

Historic Overlay

Alderson Train Depot

There is a discrepancy regarding the boundary shown on the comprehensive plan map due to a lack of an official survey of town boundary lines. There may be areas that are within town limits but are shown as outside town limits on the maps. In regards to the Future Land Use Map, if areas outside of the Future Land Use Map are found to be within the town boundaries, those areas shall be considered to have the same future land use classification as the closest property shown as within the town boundaries.

0   0.075   0.15   0.3 Miles

Legend

	Town of Alderson	Future Land Use
	Greenbrier River	Single Family Residential
	Streams	Medium Density Residential
	Railroad	Town Center
	State Road	General Commercial
	Local Road	Industrial
		Public
		Rural
		Agriculture
		River Conservation Area

Source Data: Greenbrier County, Monroe County, West Virginia GIS Technical Center, WVDOT

Action Step: Hire a part-time building code inspector

While the Town of Alderson has enacted the building code, there are no inspections by a certified building code inspector. A building code inspector would perform inspections to ensure construction is up to code. The Town should consider sharing a building code inspector with nearby communities if that opportunity is available.

Action Step: Enact a dilapidated building ordinance

The Town of Alderson should enact a Dilapidated Building Ordinance. The purpose of this ordinance is to promote public safety and welfare by requiring the repair, alteration, improvement, vacating, closing, removal or demolition of dwellings or other buildings, or any combination thereof, unfit for human habitation.

Dilapidated Housing

Action Step: Enact a vacant structure ordinance to prevent buildings from becoming dilapidated

The town needs to try to stop vacancies before they occur. One way to do that is to enact a vacant structure registration ordinance that requires property owners to pay a fee every year for each vacant building they own.

Action Step: Identify all vacant and dilapidated buildings

Vacant and dilapidated homes are scattered throughout Alderson, making it difficult to conceptualize the problem. The Town should develop a spreadsheet of all vacant and dilapidated homes with information regarding ownership, code violations, fire and police calls, and tax status. This information could then be placed in GIS (Geographic Information Systems) to help municipal officials better visualize the housing conditions in the community. Properties could be rated on their condition, using a scale of A to F. This will help the Town prioritize specific homes/neighborhoods for increased code enforcement.

Action Step: Increase enforcement of building codes and property maintenance ordinances

Code enforcement officials should canvas the Town regularly to search for code violations. The Town should ask residents to report code violations via a public relations campaign. The police department, mayor, and code enforcement officer should meet at least monthly to discuss various complaints. Police officers spend a great deal of time canvassing neighborhoods and may have a better understanding of where specific problems are occurring. All town employees should be on the look-out for overgrown grass, junk, graffiti, and junk vehicles as they are early warning signs that a property owner cannot keep up with property

maintenance, which could then lead to a vacant and dilapidated property.

Many residents are unaware of code violations or how to fix them. Therefore, the Town should develop a guide for citizens on how they can remedy their violation. The guide should contain listings for lawn and tree companies, towing services, and junk removal services. The guide should list all the specific property maintenance codes for the Town. The guide should also detail the legal process of what happens when a property owner violates codes.

Action Step: Improve the aesthetics of town

Simple beautification efforts are needed in the downtown business district on the Monroe County side of Alderson. Beautification efforts will help promote a sense of community, character, and identity in the town. The town and several community groups have spent a great deal of time on beautifying the town, however more can be done. Suggestions from residents include:

- Plantings
- Murals
- Periodic cleanup day
- Replacement of trash receptacles
- Installation of art objects in vacant store fronts

It is recommended that community groups are tasked with specific projects to complete.

Example of a mural

Map 3.3: Proposed Future Annexation Area

N

Proposed Future Annexation Area

Legend

- Town of Alderson
- Greenbrier River
- Streams
- Railroad
- Local Road
- State Road

0   0.275   0.55   1.1 Miles

Source Data: Greenbrier County, Monroe County, West Virginia GIS Technical Center, WVDOT
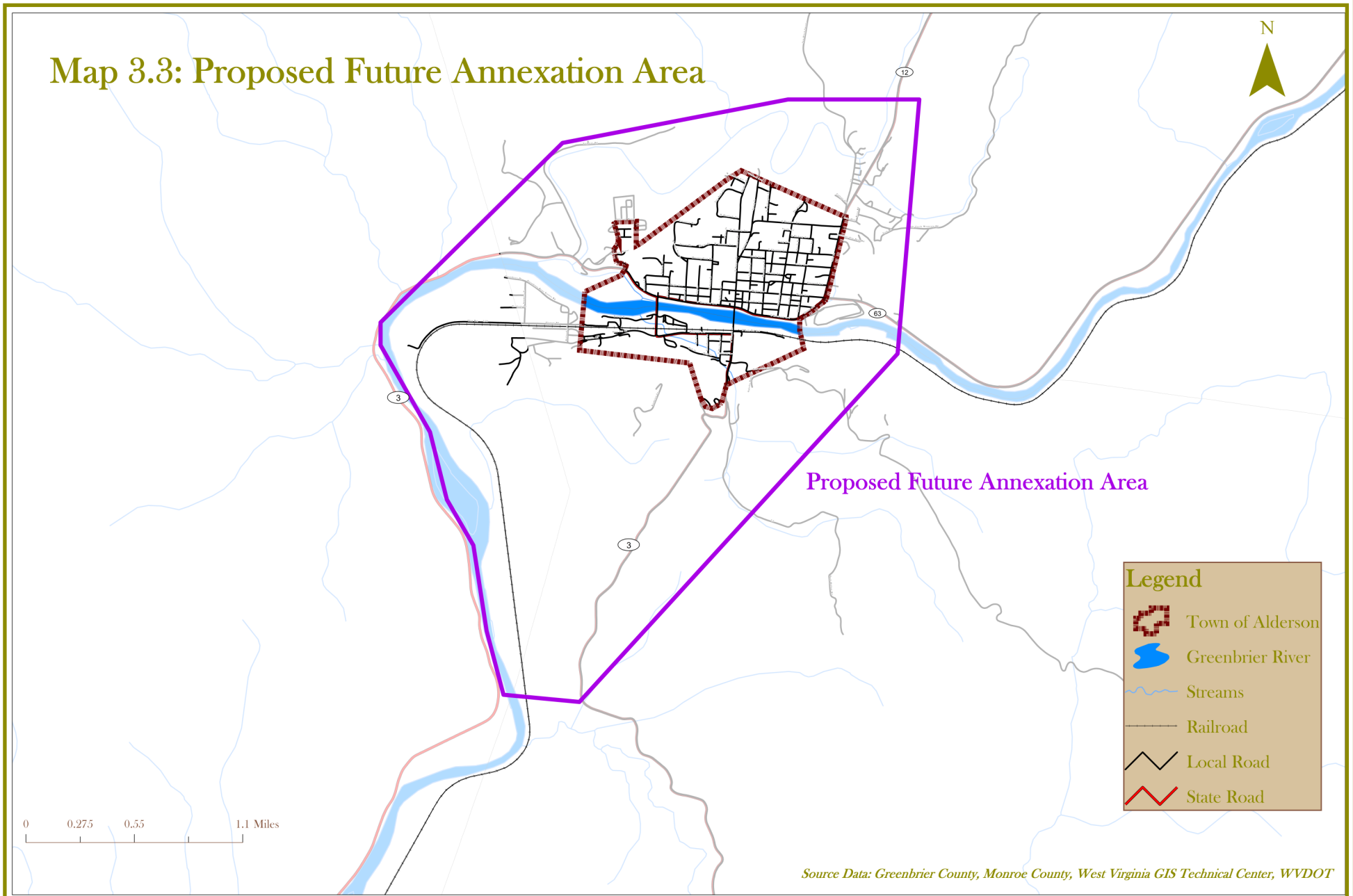
Town of Alderson

Comprehensive Plan

Chapter 4: Town Revitalization

June 2016

Chapter 4: Town Revitalization

Revitalization of Alderson is a critical planning issue that must be addressed during the comprehensive plan process. Revitalization of the town pertains to economic development opportunities and beautification efforts. This chapter will examine the economic structure of the Town and its residents, as well as beautification efforts throughout Alderson.

Demographics

Population Characteristics

The town of Alderson lost population from 1980 to 2000. However, the latest Census (2010) showed a slight increase in population of 93 people as illustrated on *Chart 1: Population Trends,* bringing the population above the 1990 level.

Population projections help determine if Alderson will experience growth or decline in population over the next several years. Projections help Alderson understand the future demand for community services and housing. Determining actual population projections are difficult as many circumstances are not taken into account when developing the models. West Virginia does not have projections for incorporated areas, making it harder to determine specific numbers. The 2013 Census estimates that Alderson will lose four (4) people from 2010 to 2013. In 2011 the WVU-College of Business and Economics completed county population projections. It is projected that Monroe County will

Chart 1: Population Trends

Population vs. Year: 1980: 1,375; 1990: 1,152; 2000: 1,091; 2010: 1,184

experience a loss of population of 9.5 percent by 2030. Greenbrier County is projected to grow by 4.5 percent by 2030. Census projections, as well as County projections, were taken into account to determine future population numbers for Alderson. Past population growth and decline were utilized:

- 1980-1990: 19% decline in population
- 1990-2000: 6% decline in population
- 2000-2010: 9% gain in population
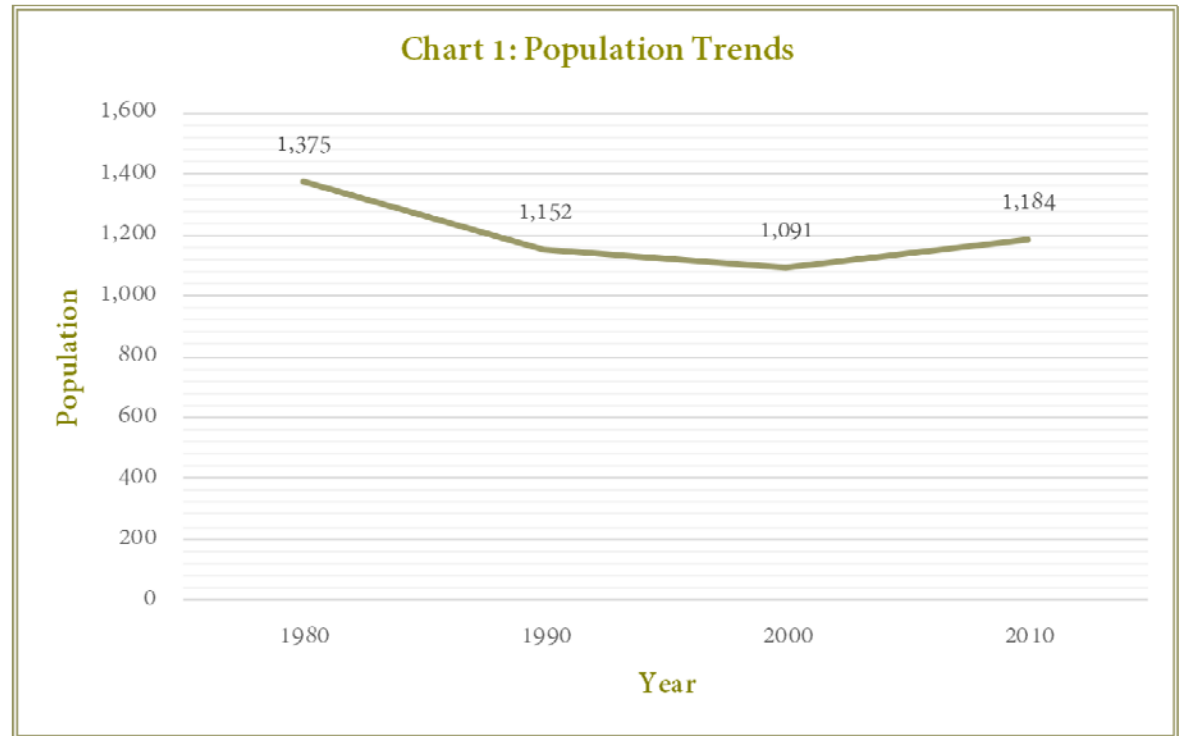
Past population numbers illustrate that Alderson lost population over the past several decades. There was a slight gain from 2000 to 2010. From 1980 to 2010, the town has lost approximately 16 percent of its residents. This averages into a 0.8 percent loss each year. Taking into account the Census and County projections, Alderson most likely will continue to experience population decline. Therefore, by 2030 Alderson's population could be 10 percent less than it was at 2010, at approximately 1,066, a loss of 118 people. However, it is important to note that if Alderson moves forward with annexation then population would increase.

Another important population characteristic to examine during the planning process is the age of residents in a community. The median age in Alderson is approximately 43 years. This is slightly younger than the median age for Monroe and Greenbrier Counties (45). Age cohorts are very important for communities to understand during the planning process. Different age groups affect the economic vitality of a community. For instance, the older retired age group may experience declining health and require full-time health care. The increased cost of health care requires a greater amount of financial support from family members and/ or government resources. The younger retired age group may not have as many health issues as the older cohort, but they may require health

Chart 2: Age Cohorts

services and rely on Social Security as a supplement to their retirement income. Therefore, both the younger retired and older retired tend to spend less money in a community than the younger age cohorts. The younger age cohorts, especially those in the childbearing and childrearing age cohorts, usually comprise the work force of a community and tend to spend more money than other age cohorts.
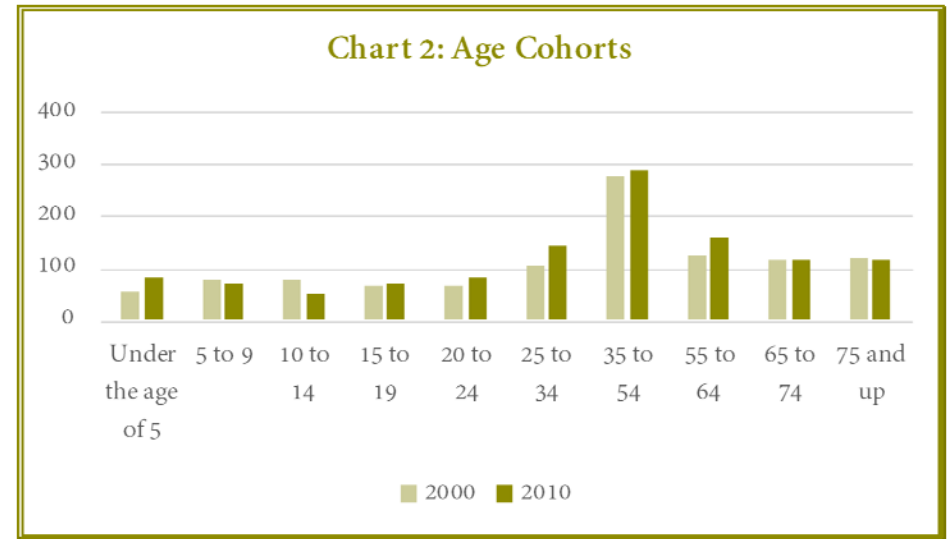
Age Cohorts

Preschool– Under the age of 5

Primary school– 5-9 age group

Middle school– 10-14 age group

High school– 15-19 age group

Post Secondary– 20-24 age group

Childbearing– 25-34 age group

Childrearing– 35-54 age group

Pre-retirement– 55-64 age group

Younger retired– 65-74 age group

Older retired– 75-up age group

Alderson has more residents in the childrearing age cohort than any other cohort as shown on *Chart 2: Age Cohorts*. The town gained residents in this cohort from 2000 to 2010, which improves the economic vitality of the community. The town gained more residents in the younger age cohorts (under the age of 5, 15-24, 20-24, and 25-34), indicating more families are choosing to stay in Alderson and raise their children. The increase could mean that young adults, after graduating high school and college, are choosing to stay in Alderson. The number of residents in the retirement age groups has remained consistent over the past ten years.

Chapter 4: Town Revitalization

Economic Characteristics

Unemployment rates are important to review as they are an indicator of economic growth in a region. According to the 2007-2011 American Community Survey, the unemployment rate in Alderson at the time was 9.3 percent. The unemployment rate in Greenbrier County was approximately 9.4 percent and 6.8 percent in Monroe County in March of 2015. The state rate in March of 2015 was 6.6 percent. The high rates of unemployment in both Counties could be an indicator that many in the community are having trouble finding employment.

According to Workforce West Virginia the following businesses were major employers within Greenbrier and Monroe Counties in March of 2014:
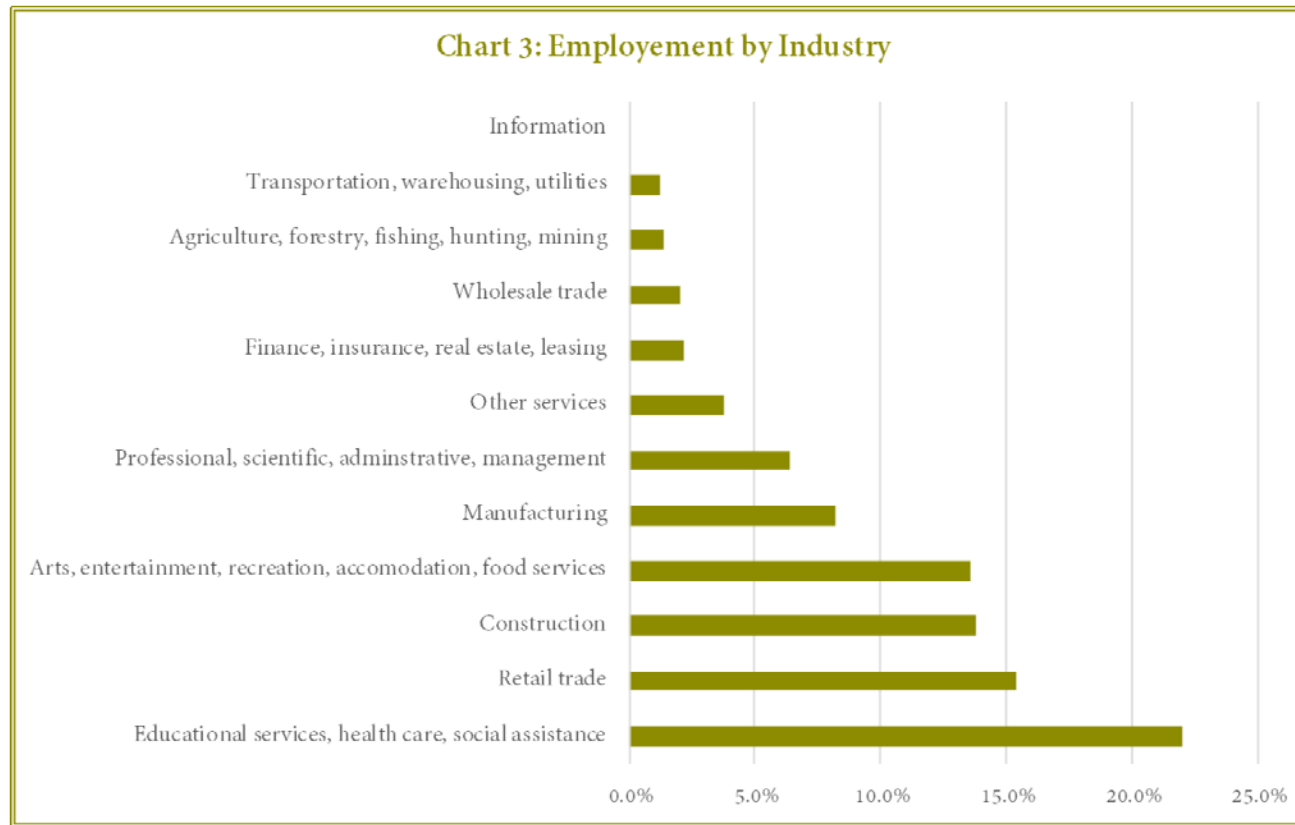
Greenbrier County	Monroe County
• Greenbrier Hotel Corporation	• Goodrich Corporation
• Greenbrier County Board of Education	• Monroe County Board of Education
• Greenbrier Valley Medical Center	• US Department of Justice
• Wal-Mart Stores, Inc.	• Springfield Center, LLC
• West Virginia School of Osteopathic Medicine	• Monroe County Health Center
• Greenbrier Minerals, LLC	• Countryview Assisted Living, Inc.
• West Virginia Department of Highways	• Monroe County Commission
• Kroger	• Monroe County Council on Aging, Inc.
• Seneca Health Services, Inc.	• West Virginia Department of Highways, Inc.
• ABB, Inc.	• US Postal Service

There are two major employers located in Alderson: the US Department of Justice Federal Prison System and Greenbrier County Board of Education (Alderson Elementary School). Most of employers are not located near Alderson, which explains the 28 minute mean travel time to work for Alderson residents. Approximately 22 percent of Alderson residents work in educational service, healthcare, and social assistance industries; major employers in the two counties are both the Greenbrier and Monroe County Board of Education and numerous health care facilities. Retail trade, construction, and the arts, entertainment, recreation, accommodation, and food services employ a significant percentage of Alderson residents as shown on _Chart 3: Employment by Industry_.

Chart 3: Employement by Industry

Industry	Percentage
Information	
Transportation, warehousing, utilities	~1%
Agriculture, forestry, fishing, hunting, mining	~1.5%
Wholesale trade	~2%
Finance, insurance, real estate, leasing	~2%
Other services	~4%
Professional, scientific, adminstrative, management	~6%
Manufacturing	~8%
Arts, entertainment, recreation, accomodation, food services	~13.5%
Construction	~14%
Retail trade	~15.5%
Educational services, health care, social assistance	~22%

The median income in Alderson in 2011, according to the US Census, was $27,083. This is significantly lower than the median household income of $36,539 in Greenbrier County and $39,877 in Monroe County. A lower median household income raises concerns as residents may not have disposable income to spend in the community, which in turns affects economic growth of the community. According to the US Census, only 18 percent of the population of Alderson 25 years and older have a college degree. This compares favorably with Greenbrier County (16.3%), Monroe County (12.3%), and West Virginia (17.9%).

Table 1: Income illustrates the different types of income that residents receive. Over 65 percent of residents receive earnings from employers, which is comparable to both counties. About one-quarter of residents rely on social security and retirement income. This reliance will increase when residents begin to age. The amount of public assistance disbursed causes concern; it is higher than both Counties and the state. Almost a quarter of the population relies on SNAP benefits.

Chapter 4: Town Revitalization

Table 1: Income				
	Alderson	*Greenbrier County*	*Monroe County*	*West Virginia*
Earnings	65.6%	66.4%	67.8%	69.0%
Social Security	34.4%	42.3%	40.8%	37.9%
Retirement Income	14.0%	24.3%	24.6%	23.8%
Supplemental Security Income	6.8%	7.4%	12.1%	7.1%
Cash Public Assistance Income	7.7%	1.6%	0.6%	2.3%
Food Stamps/SNAP benefits	24.5%	15.8%	15.0%	14.6%

Business districts

The Town of Alderson has two small business districts. One is located on State Route 12 in Greenbrier County. This district consists of highway commercial businesses, such as gas stations, motel, car wash, bank, gallery, thrift store, dollar store, feed store, and restaurants to serve the traveling public, as well as residents.

The other business district is in Monroe County. This business district is located in a downtown setting and consists of several small businesses and community facilities, such as the Amtrak Train Station, Alderson Volunteer Fire Department, medical center, gift shops, funeral home, metal working shop, pharmacy, hardware store, business offices, police station, and town hall.

Alderson's Store

Economic development organizations

Alderson Main Street

Alderson Main Street was formed in 1991 to further economic development in Alderson. The organization is funded through private contributions, membership dues, grants, retail sales, and special events. Alderson Main Street projects include:

- Greenbrier River Interpretive/Visitors Center– once a vacant Gulf gas station, now a major focal point in the community
- Alderson Train Depot– financed and directed restoration of the depot
- Alumni Park– gazebo and property development, commemorative brick walkway
- Alderson Town Flag– developed a town flag with the town's seal
- Gateway signs-location of signs include City Bank and city limits on the main routes into town
- Alderson Lions– installed lion statues and a lion "quilt square" painting to establish a lion as Alderson's brand. A friendly lion once walked Alderson's streets. As a tiny cub, he was rescued from a traveling circus and raised by the blacksmith's wife.

Alderson Main Street hosts several events throughout the year, including concerts, art exhibits with opening reception, walking tours, Ice Cream Socials, and Christmas Homes Tours.

Memorial Bridge

Alderson Action Group

The Alderson Action Group is a volunteer group whose mission is to provide healthy, positive, community building events for the people of Alderson. The group has sponsored dances, Christmas dance, family movie nights, all ages rock show, and Veteran's dessert reception. This group is not currently active.

Alderson Renaissance Corporation

The Alderson Renaissance Corporation was formed in 1994 to save and renovate the Renaissance building and to further historic preservation and economic development in Alderson. The corporation's income is from renting eight apartments and three commercial spaces in the building. The Renaissance building is the former Alderson National Bank Building, originally H.C. Hoggsett General Merchandise, built in the late 1880s.

Alderson Food Hub

Alderson Food Hub operates a weekly community market, May through October; manages several community and school gardens; and created a non-profit grocery store, the Green Grocer.

Chapter 4: Town Revitalization

Tax Structure

The Town of Alderson requires businesses to obtain an annual business license, with the fee based on the type of business, from $5-$15 a year. There is a monthly business municipal service fee of $17.50 to help the town provide municipal services such as police and fire protection. Households pay a monthly service fee of $10 with their water and sewer bill. The town ordinances include a Business and Occupation (B&O) tax, fully enforced starting in 2015. Another source of revenue for the town is the county property tax, a portion of which is remitted back to the town for the general fund. There is also a bed tax for those staying at the motel in Alderson.

Needs Assessment

One of Alderson's biggest assets is its small town character. Town citizens are very proud of the character and beauty of the area, with the Greenbrier River and mountains. The town is within two hours drive to Charleston, WV and Roanoke, VA and within one hour drive to Beckley. Alderson offers broadband, 4G cellular service, and cable TV. All these characteristics could help attract new residents and visitors to the town, which in turn could lead to increased economic development. The various community organizations in Alderson offer many cultural, social, and community events for residents. Examples include the community market, 4th of July celebration, art exhibits, concerts, dances, children's river camp, ice cream social, and summer picnic.

During the planning process one of the major concerns of residents is the lack of economic development in Alderson. Concerns include the lack of job opportunities, lack of business and industry in town, and poverty. Annexation/minor boundary adjustment to increase the population and areas for development would help economic development efforts.

The needs assessment examines the economic challenges that Alderson faces.

Poverty

The demographics detailed earlier in this chapter reveal that a number of residents in Alderson are struggling to make ends meet. The town lost population from 1980 to 2000 and the median household income is much lower than the counties and state. Over a quarter of the population in Alderson is relying on DHHR cash assistance and SNAP benefits. The Alderson Ministerial Association (AMA) recognizes there is a need in Alderson and created the Alderson Thrift Store and Alderson Food Pantry. AMA hosts work teams during the summer to help low income households with basic home repairs and weatherization.

In addition to rental units accepting Housing Choice Vouchers issued to low income families and individuals, there are two subsidized low-income apartment complexes in Alderson: Alderson LTD has eight units and Alderson Manor has fifty-six units for elderly and disabled persons. Alderson Manor is also the nutrition site for the Greenbrier County Commission on Aging, where residents can congregate to enjoy nutritious hot meals; elderly people who don't live at the Manor are welcome, too. The Alderson Senior Center, located on the Monroe County side of town, has congregate meals for seniors, and is the hub for home-delivered hot meals sponsored by the Committees on Aging from Greenbrier, Summers, and Monroe Counties.

Job Opportunities

Over 82 percent of residents who completed a comprehensive plan survey felt job opportunities available in Alderson are poor. Many businesses that used to exist in Alderson relied on the largest industry at the time, the railroad. Times have changed and many of the businesses have ceased to exist.

Chapter 4: Town Revitalization

Construction of the interstate and big box stores in the Lewisburg area affects all aspects of local business. The Federal Prison employs many people, most of those at higher pay grades, and they do not live in Alderson due to a lack of quality rental housing., such as modern townhomes.

Tourism represents an underutilized economic opportunity in Alderson. Alderson is graced by the scenic Greenbrier River and numerous historic structures. The Greenbrier Valley Convention and Visitors Bureau highlights several Alderson attractions in their visitor's guide. Alderson hosts the largest Independence Day celebration in West Virginia, which includes music, concessions, rubber ducky race, parade, and fire-works display. However, more effort should be directed to advertising and marketing Alderson as a place to visit. The Greenbrier River was brought up several times as an asset to the town during the planning process. More needs to be done to promote the use of the river and to attract businesses that rely on the river. Residents stated the Interpretive Center and Train Station are great assets to the community, but are not always open to visitors. The Interpretive Center is now open Thursday, Friday, and Saturday. The train station is only open three days a week, the days when Amtrack's Cardinal Line passenger train stops in Alderson.
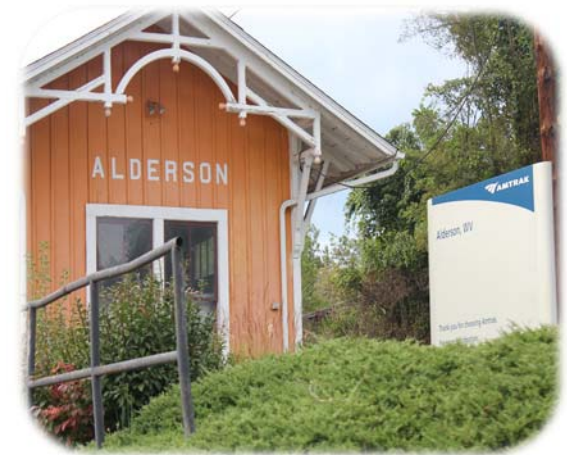

Alderson Depot

More of an effort should also be made to attract small businesses and entrepreneurs into Alderson. Most likely Alderson will not attract large industry, but with incentives could attract business and entrepreneurs. While there is not much land available for development, there are several vacant buildings that could be used by new business. There is a need for fiber-optic high speed internet. High speed fiber-optic internet would attract people who telecommute or own an Internet based business and who want to live in a small, close-knit community.

Revitalization

Beautification of Alderson is a priority to create an interesting atmosphere for residents, business, and visitors. Revitalization efforts need to start with enforcement of current ordinances. Currently there is uneven enforcement of ordinances, which are outdated and in need of revision.

Residents were asked for suggestions on how to beautify the Town of Alderson. They suggested:

- Plant flowers
- Flower baskets on light poles
- Murals
- Clean/Paint storefronts

Railroad Avenue

- Trash receptacles
- Plantings on the bridge property and riverbanks
- More lighting
- Improve sidewalks
- Install art objects in vacant store-fronts
- Kiosks

Revitalization will be enhanced with a town website to communicate with residents and with the world.

Tax Structure

Due to Alderson's small population, the town struggles to provide basic community services. The municipal service fee does not provide enough revenue to provide basic community services. For the town to grow and implement the recommendations in this plan, more revenue will be needed. Community services, such as police and fire protection, enforcement of ordinances, water and sewer service, and recreation all require significant funding. Without these services the community may fail to attract new residents and businesses. A paid town administrator would help Alderson maintain continuity of services, and would help promote and market the town. At this time, the town can not afford to hire a town administrator.
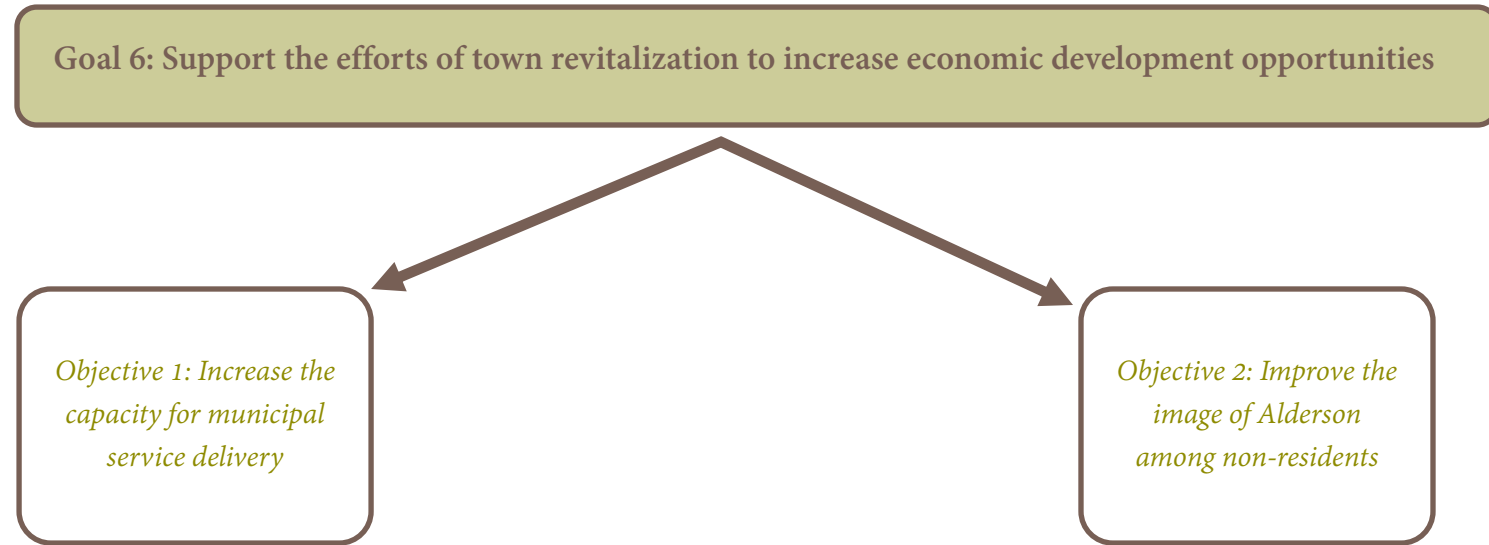
Communication

Community-wide communication is needed to promote awareness of events, ordinances, and emergency preparedness. A town website will facilitate dissemination of information. A town picnic held in Summer of 2014 was a great success , with time for individuals to speak about services and activities available in Alderson.

Chapter 4: Town Revitalization

Action Plan

During the planning process, residents identified town revitalization as a major issue. The following goal and objectives were developed to direct plan development and determine appropriate action steps the Town must take to achieve the overall vision described in *Chapter 1: Introduction*.

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Goal 6: Support the efforts of town revitalization to increase economic development opportunities

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Objective 1: Increase the capacity for municipal service delivery	*Objective 2: Improve the image of Alderson among non-residents*

Action Steps

Action Step: Annex land currently outside of town but near the town boundaries

The Town of Alderson has limited opportunity for new development. To increase the tax base and to continue municipal services, the town will have to extend its boundaries. Areas the town would like to consider in the future for annexation are shown on *Map 3.3: Proposed Future Annexation Areas.* Some of these areas are already served by Alderson's public water system. Most areas outside of town boundaries have water service but have a septic system, not sewer service.

Action Step: Inventory and market existing vacant properties to developers

Alderson's vacant buildings should be publicized online. This information could potentially help interested parties to determine if any buildings in Alderson meet their needs. The listing on the website should include a photo, property information, and contact information.

Action Step: Consider increasing the business license and municipal service fees

The current business license and municipal service fees are very low. Because the Town of Alderson operates on a very tight budget, it only makes sense to raise the fees to offset the cost of providing municipal services to residents. The provision of high quality community services is essential if the town wants to maintain current residents and attract new residents.

Action Step: Consider enacting a business and occupation tax

The Town of Alderson at one time did have a business and occupation (B&O) tax but it was not enforced. The town should review the ordinance and determine if a B&O tax would help offset the cost of providing services to businesses and residents.

Action Step: Hire a part-time town administrator

The Town of Alderson operates under a mayor-council form of government. The mayor and council volunteer their time to help run operations in Alderson. Alderson needs a town administrator to help with the day-to-day operations, apply for grants, implement policies, and advise town council on important matters.

Action Step: Develop a marketing and branding campaign to raise awareness of Alderson

Many people in West Virginia are not aware of Alderson and what it has to offer. Therefore, the Town should develop a marketing and branding campaign to raise awareness. The campaign should include the development of a brochure highlighting all the great assets in Alderson, as well as a slogan. Alderson could become a bedroom community for those working in nearby larger towns but who want more affordable housing and small town character.

Action Step: Develop a gateway to promote Alderson to travelers along I-64

There are no signs advertising the Town of Alderson's attractions to travelers along I-64. The town should lobby WV DOT for signage advertising their 4th of July celebration, similar to the signs on the State Routes into town. There is also a need for a historic district sign on I-64.

Chapter 4: Town Revitalization

Action Step: Create a town website

The internet is a valuable tool for communities to get the word out about community functions, announcements, and other important information. A website can promote transparency as communities can post documents, meeting agendas, and meeting minutes online. An online presence is important to attract visitors and potential new residents and businesses.

Town of Alderson

Comprehensive Plan

Chapter 5: Implementation

June 2016

Chapter 5: Implementation

Implementation

Developing a comprehensive plan is often easier than actually implementing the plan and incorporating the plan's vision into everyday governmental functions. The town must use the plan when preparing budgets and planning for future projects. The comprehensive plan should be considered when developing the annual budget. Alderson's various community organizations should use the plan to develop projects identified as priorities by the community and for grant applications.

Regional Planning

Intergovernmental cooperation is essential in land use planning. Communities don't exist in a vacuum; they should engage in planning with surrounding jurisdictions as much as possible. Several of the recommendations in the Action Plan involve partnerships and cooperation between various organizations and forms of government. The Town of Alderson realizes the importance of regional planning and has already established working relationships with other governments and organizations. The Town should continue their working relationships with Greenbrier and Monroe Counties and other organizations to help implement the Comprehensive Plan. The Town should consider working relationships with other communities in both counties. Other communities can provide key insights on how they have implemented planning projects. The town already has a great working relationship with the Region 4 Planning and Development Council. The town should work together with Region 4 to implement and fund projects detailed in the Comprehensive Plan.

Financial Implications

Implementation of many projects detailed in the Action Plan will be costly for the Town of Alderson. However, there are many other funding sources the Town should consider when budgeting for implementation. Below is a list of funding opportunities that should be considered for implementing the plan.

Appalachian Regional Commission

The Appalachian Regional Commission (ARC) provides federal grant funds to support economic and community development in West Virginia. The goal of ARC is to create opportunities for self-sustaining economic development and improved quality of life.

Projects approved for ARC assistance must support one of the four general goals:

- Strengthen the capacity of the people of Appalachia to compete in the global economy.
- Increase job opportunities and per capita income in Appalachia to reach parity with the nation.
- Develop and improve Appalachia's infrastructure to make the Region economically competitive.

- Build the Appalachian Development Highway System to reduce Appalachia's isolation.

Activities generally eligible for funding include, but are not limited to, projects that:

- Improve infrastructure for community and economic development.
- Improve educational opportunities and workforce skills.
- Increase civic and leadership capacity.
- Increase entrepreneurial opportunities.
- Improve health care resources.

Benedum Foundation

The mission of the Benedum Foundation is to encourage human development in West Virginia and Southwestern Pennsylvania through strategically placed charitable resources. The foundation gives two types of grants; education and economic development.

Flex-E-Grant

Flex-E-Grant is a small grant, up to $10,000 total project cost, that may be used to support local leadership, civic engagement and capacity building.

Flex-E-Grant is a joint effort of the West Virginia Development Office (WVDO), the ARC and the Claude W. Benedum Foundation. WVDO continues to collaborate with many other organizations on the Flex-E-Grant project.

Governors Community Participation Grant Program

The Governor's Community Partnership program provides state grant funds for community and economic development projects throughout West Virginia. The program enables communities to expand, build and improve a variety of public facilities and services.

Eligible activities include but are not limited to permanent public improvements related to the following:

- City hall and courthouse facilities
- Community centers
- Construction and renovation of public facilities

- Demolition
- Economic development
- Emergency services and law enforcement
- Flood and storm drainage
- Business and industrial parks
- Land and property acquisition
- Libraries
- Parks and recreation
- Parking facilities
- Preservation and beautification
- Street and sidewalk repair
- Technology
- Water and wastewater facilities and services

KaBOOM

KaBoom is a non-profit organization that is dedicated to creating play spaces for children throughout the United States. KaBoom often administers grant programs by matching communities with funding partners. Their most popular program is the Community Partner Program. This program matches either non-profits or municipal governments with funding partners to provide funding for building playgrounds.

Land and Water Conservation Fund

The Land and Water Conservation Fund program (LWCF) provides supplemental federal funding for the acquisition and/or development of high-quality, public outdoor recreational areas throughout West Virginia. Proposed projects must be consistent with the Statewide Comprehensive Outdoor Recreation Plan (SCORP). Park renovations, expansions to promote active lifestyles, innovation in community cores, attracting or retaining visitors to an area, development of trailheads or preservation of other natural areas to impact community health objectives and brownfields renewal efforts will receive funding priority.

Eligible activities include but are not limited to the development of outdoor recreation resources related to the following:
- Land acquisition for parklands
- Development or renovation of the following types of outdoor recreational facilities:
- Campgrounds

- Picnic areas
- Sports and playfields
- Golf courses
- Swimming facilities
- Boating facilities
- Fishing facilities
- Hunting areas
- Trails
- Winter sport facilities
- Support facilities (walks, utilities, bathrooms, etc.)
- Amphitheaters
- Lake impoundments
- Visitor information centers
- Interpretive centers

Neighborhood Investment Program

The Neighborhood Investment Program (NIP) increases charitable giving to local nonprofit organizations. The program allows 501(c)3 designated charitable organizations to apply for tax credit vouchers. These organizations distribute the vouchers to contributing businesses and individuals. By donating to approved NIP organizations, contributors can support their communities and earn credits to reduce certain West Virginia taxes.

The West Virginia Legislature sets aside $2.5 million annually in state tax credits for the NIP. To participate, a 501(c)3 charitable organization must apply to the West Virginia Development Office. Upon meeting program requirements and obtaining approval from the NIP Advisory Board, organizations are awarded tax credit vouchers. Businesses and individuals that contribute to NIP-approved organizations are eligible to receive up to 50 percent of the contributed amount in the form of state tax credits. Donors may use the credits to reduce liability for the Corporate Net Income Tax, the Business Franchise tax or the Personal Income Tax.

Projects generally eligible for program participation include but are not limited to the following:
- Health clinics
- Homeless shelters
- Educational programs
- Housing programs

- Preservation/revitalization activities
- Domestic violence shelters
- Children's shelters
- Meal delivery programs
- Senior citizens' centers
- Community foundations
- Scholarship programs
- Hospice care
- Transportation programs
- Day care centers
- Counseling services
- Services for the disabled

Preserve America

The Preserve America grant program supports activities related to heritage tourism and the use of historic properties as economic and educational assets.

Small Cities Block Grant Fund

The Small Cities Block Grant program (SCBG) provides federal funds for community and economic development projects throughout West Virginia. The program supports job creation and retention efforts, local government efforts to provide affordable infrastructure systems, and community efforts to improve the quality of life for low- to moderate-income citizens. Eligible units of local government may receive SCBG funds if they are documented to fulfill one of three national objectives:

- Activities benefiting low- and moderate-income people.
- Activities that aid in the prevention or elimination of slums or blight.
- Activities designed to meet community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community and where other financial resources are not available to meet such needs.

Activities generally eligible for funding include but are not limited to permanent public improvements related to the following:

- Community centers/senior citizen centers
- Construction and renovation of public facilities

- Demolition
- Economic development
- Flood and storm drainage
- Acquisition
- Parks and recreation
- Preservation and beautification
- Technology
- Water and wastewater facilities and services
- Community facilities renovation/construction

Smart Growth Implementation Assistance

The Smart Growth Implementation Assistance (SGIA) program provides assistance from national experts to help communities explore barriers to smart growth implementation and pilot innovative ideas that create more sustainable communities. EPA will provide technical assistance to successful applicants.

Transportation Alternatives Program (TAP)

TAP provides funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation; recreational trail program projects; safe routes to school projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former Interstate System routes or other divided highways.

The TAP program now funds projects that would have previously been considered under the Transportation Enhancement and Safe Routes to Schools Programs.

Alderson Community Energy Plan

The Alderson Community Energy Plan is a community based approach to implementing locally-owned, distributed renewable energy and energy efficiency strategies. The plan is not a funding source like the other entities in this section but it's a plan that can lead to further funding.

Chapter 5: Implementation

Implementation Matrix

An implementation matrix is part of the Action Plan. The matrix is very important for the Town as it details the priorities, potential partners, estimate of probable costs, and potential funding sources.

With limited funds available, it is important to establish priorities. While many of the action steps are important to implement, only a few can be implemented at one time due to funding and staff capacity. Action Steps are identified as either high, medium, or low priority. High priorities are those that were identified by the public and town as the most important. However, some high priority action steps may take longer to implement due to funding constraints and staff capacity. Therefore, action steps are also assigned a timeframe for completion:

- Short-term– action steps that should be implemented within 3 years
- Mid-term– action steps that should be implemented in 3-5 years
- Long-term– action steps that should be implemented in 5-10 years

Potential partners are important to implementation of the plan. Fortunately, many community groups work to better the town. The Planning Commission should hold a meeting with all the community groups, as well as Town Council, to kick-start the implementation of the plan and get everyone on the same page. The implementation matrix details probable costs as well as funding sources. This is not an exhaustive list of funding sources, but a list of grants that are more common for communities to consider. Probable costs are only estimates and are not accurate reflections of the total cost of a project.

The Planning Commission should use this implementation matrix to help begin implementation of the plan immediately after the plan is adopted by Town Council. The purpose of the implementation matrix is to help guide the Planning Commission in implementation so the plan does not sit on the shelf. The Planning Commission should also review the plan annually to determine the status of each project and any obstacles they are encountering.

Goal 1: Provide improved water, wastewater, and storm-water infrastructure and services to residents

Objective: Ensure the current infrastructure can serve the needs of current and future residents

Action Step	Priority/Timeframe	Reference	Potential Partners	Estimated Costs	Funding
Replace water lines	High priority Long term	2-14	Region 4 Planning and Development Council	Dependent on scope of project	Small Cities Block Grant
Update the waste water treatment plant and improve sewer lines feeding the plant	High priority Mid-term	2-14	Region 4 Planning and Development Council	Dependent on scope of project	Small Cities Block Grant
Clean, repair, and update storm drains	High priority Long term	2-15	N/A	N/A	Dependent on scope of project
Ensure sustainability and effectiveness in water, sewer, and storm-water systems	High priority Long term	2-15	Region 4 Planning and Development Council	Dependent on scope of project	Small Cities Block Grant; funding from raising rates

Chapter 5: Implementation

Goal 2: Enhance community resilience and safety

Objective: Develop safety and disaster communication networks

Action Step	Priority	Reference	Potential Partners	Estimated Costs	Funding
Develop a plan on how to communicate with the public in an emergency or natural disaster	Low priority Short term	2-16	Alderson Fire Department, Tri-County Fire Department, Alderson Police Department	Text messaging system-dependent on type of system Bull-horn. Email– staff time Internet web site-staff time	General Fund
Develop community oriented policing to address the concerns of residents	High priority Mid-term	2-16	Alderson Police Department	Staff time	General Fund
Action Step: Water system organization during catastrophic event	High priority Long term	2-17	Region 4 Planning and Development Council	Dependent on scope of project	Small Cities Black Grant
Municipal organization during catastrophe	High priority Short term	2-17	N/A	N/A	N/A

Goal 3: Ensure a safe transportation network for vehicles and pedestrians by improving existing roadways and sidewalks

Objective: Maintain existing streets to accommodate residents traveling to and from Alderson

Objective: Provide a pedestrian friendly atmosphere

Action Step	Priority	Reference	Potential Partners	Estimated Costs	Funding
Develop a road maintenance plan	High priority Long term	2-18	Town staff	Staff time	N/A
Develop a sidewalk program to prioritize sidewalk improvements	Low priority Mid-term	2-19	Various community organizations in town	Staff time	N/A

Chapter 5: Implementation

Goal 4: Maintain and develop park facilities and programs to meet the recreational needs of town residents

Objective: Improve existing recreation facilities

Objective: Make the town more walkable with walking paths and trails

Objective: Construct new recreation facilities

Objective: Offer recreational events and programming for citizens of all ages

Action Step	Priority	Reference	Potential Partners	Estimated Costs	Funding
Revitalize town park	Medium priority Mid-term	2-20	Various community groups in town	Trail signs- $200- $1,000 Picnic tables- $200-$800; Town park sign- $5,000-$10,000 Extension of trail– dependent on earth-removal/clearing and length; Bike racks- $500	Governors Community Participation Grant Program; Land and Water Conservation Fund; Small Cities Block Grant
Make Memorial Bridge more bicycle friendly	High priority Short term	2-20	Memorial Bridge Committee	Dependent on scope of project	N/A
Develop a new park in town	Low priority Long term	2-21	Various community groups in town	Play system- $20,000-$30,000; Swings- $700-$2,500; Climbing rocks-$2,000-$8,000; Benches- $200-$500; Bicycle racks- $500 Picnic tables- $200-$800; Trash receptacles- $500-$1,000; Walking path—dependent on length/material	Governors Community Participation Grant Program; KaBOOM; Land and Water Conservation Fund; Small Cities Block Grant
Design walking routes throughout town	Medium priority Short term	2-21	Various community groups in town	$200-$1,000	General fund; community groups
Install bicycle share the road signs	Low priority Short term	2-22	WV Department of Highways	Dependent on number of signs	General fund
Communicate and promote events for families and young children	High priority Short term	2-22	Various community groups in town, Alderson Artisans' Gallery	Town web site, staff time	General fund; community groups

Goal 5: Encourage land use planning

Objective 1: Enact and revise ordinances to protect the quality of life of residents

Objective 2: Improve the appearance of Alderson

Action Step	Priority	Reference	Potential Partners	Estimated Costs	Funding
Revise the zoning ordinance to be consistent with the vision in the Comprehensive Plan	High priority Short term	3-11, 3-12	WVU Land Use and Sustainable Development Law Clinic	Simple amendment to zoning ordinance– staff time and attorney fees, Total update- $20,000-$30,000	General fund
Hire a part-time building code inspector	Medium priority Mid Term	3-14	Other counties and municipalities	Dependent on scope of project	General fund
Enact a dilapidated building ordinance	High priority Short term	3-14	WVU Land Use and Sustainable Development Law Clinic; BAD Building Committee	Staff time and attorney fees	General fund
Enact a vacant structure ordinance to prevent buildings from becoming dilapidated	Medium priority Short term	3-14	WVU Land Use and Sustainable Development Law Clinic	Staff time and attorney fees	General fund
Identify all vacant and dilapidated buildings	Medium priority Short term	3-14	Various community groups; BAD Building Committee	Staff and volunteer time	N/A
Increase the enforcement of building codes and property maintenance codes	High priority Short term	3-14	Town staff	Staff time	General fund
Improve the aesthetics of town	High priority Long term	3-15	Various community groups	Plantings-$65 per basket, plus maintenance , Murals-$3,000-$5,000, Clean-up day-volunteer time/materials,	General fund; donations; Division of Cultural and History

Chapter 5: Implementation

Goal: Support the efforts of town revitalization to increase economic development opportunities

Objective 1: Increase the capacity for municipal service delivery

Objective 2: Improve the image of Alderson

Action Step	Priority	Reference	Potential Partners	Estimated Costs	Funding
Annex land currently outside of town but near the town boundaries	High priority Mid-term	4-12	WVU Land Use and Sustainable Development Law Clinic	Annexation costs– staff time and attorney fees	General fund
Inventory and market existing vacant properties to developers	High priority Short term	4-12	Various community groups	Staff time	N/A
Consider increasing the business license and municipal service fee	High priority Long term	4-13	N/A	N/A	N/A
Hire a part-time town administrator	Medium priority Long term	4-13	N/A	Town administrator salary/benefits	General fund
Develop a marketing and branding campaign to raise awareness of Alderson	High priority Short term	4-13	Various community groups; Greenbrier County CVB, Alderson Maintain Street, HUB committee	Dependent on scope of project	General fund
Develop a gateway to promote Alderson to travelers along I-64	Low priority Short term	4-13	Greenbrier County CVB; WV Department of Transportation; local legislators	Dependent on size/type of signs	General fund
Create a town website	High priority Short term	4-14	Alderson Planning Commission	Staff time	N/A

APPENDIX 1: PUBLIC INPUT

Alderson Comprehensive Plan
Public Meeting Results
October 1, 2013

Strengths

- Recycle center
- Public library
- Hospitality house
- Bethlehem farm (volunteer spirit)
- Ministerial association
- Nature walk
- 4G network
- Police Department
- Cable/internet accessible
- Citizens
- Park properties
- Historic properties/architecture
- River
- Community center
- Clubs
- Convenient to large cities
- Churches
- Senior center
- Community farmers market
- Thrift store
- Food coop
- Community garden
- Alumni park (gazebo)
- Interpretive center

Opportunities

- Recycle center
- Tennis lessons
- Clean up poison ivy
- Expand the recycle center
- Economic development
- Research funding opportunities- incubator with retired professionals
- Improve image
- Enforce ordinances
- Skate board area
- Utilize train museum
- Revive the art gallery that used to be at train station
- Fundraising events
- Community theatre
- Community music "jam" sessions
- Tourism
- Update 911 numbers
- Pre-school– need daycare options
- More stores and restaurants
- Federal prison camp
- Art and heritage center
- Playground– when school is closed
- Bike paths
- Improve sidewalks
- Community meals, classes, plays, activities, dancing, music at community center
- Festivals on bridge
- Calendar of events (schedule for community meetings)
- Spray bricks for weeds in early spring
- Prison help on clean-ups
- Nature walk
- Skate play area for kids

Alderson Comprehensive Plan
Public Meeting Results
October 1, 2013

Challenges

- Abandoned house on Greenbrier Street
- Vandalism
- Road by railroad needs maintained (pot holes) turning south on RR Ave
- Clean up behind abandoned businesses
- Empty storefronts on Main Streets
- Junk yards
- Noise (people gathering in town)
- Enforce leash law for dogs
- Communication between civic groups
- Event planning
- No website or calendar
- Painting of train station
- Schedule for MTA
- Involving youth in community
- Ability to enforce ordinances (junk, yard maintenance, etc.)
- Funding-fiscal resources
- Motivating volunteers
- Infrastructure– roads, sidewalks, water/sewer, bike paths
- Emergency care
- Bringing more business
- Job training
- Lack of law enforcement in Glen Ray
- Abandoned buildings/housing
- Yard waste in street-clogs drains
- Physical addresses
- Lack of follow-thru
- Sign for community events, farmer's market, visitor center

Threats

- Storm sewers/drainage
- Image
- Drugs
- Image of police
- Image of town government
- Water comes up out of manholes at Greenbrier and Wickham whenever it rains
- Flooding
- Apathy
- Drugs
- No where for the kids to go or do
- Dwindling population
- Infrastructure

Alderson Comprehensive Plan
Public Meeting Results
October 1, 2013

Bubble Station

- Employ a town administrator (credentialed professional)
- Water/Sewer, sidewalks, road paving
- Bike paths
- Parks and recreation
- Better maintenance at town park
- Drug enforcement
- Daycare/preschool
- Annex Glen Ray
- Getting the state to use erosion control methods on the river banks, especially where the road is near the river bank
- Walking/biking trails
- Playground equipment at park
- Skate area
- Replace street signs
- Dredging of river
- Swimming pool
- Community gardens
- Youth activity center and personnel to staff it
- Dumpsters
- Attractive trash receptacles
- Encourage and mentor small, local businesses
- Infrastructure
- Storm drains
- Matching funds for grants
- Hire grant writer
- Fines for owners of dogs off leash
- Tourism
- Education
- "Pizza party" type meetings to get input from teens about what they would like to see in their community
- Expand MTA service to have useful hours for Alderson residents
- Public transit/taxi service
- Low/no emission public transit
- Bike share/car share programs
- More vistas
- Expand recycling options– home pick-up
- Support/expand farmers market
- Historical preservation with eco-green improvements
- Update water system and sewer
- Preserving character of community
- Conscious development (no Walmart, strip malls, etc)
- Improve town image
- Enforcement of ordinances for all

Alderson Comprehensive Plan
Public Meeting Results
October 1, 2013

Mapping Station

- Mountain bike trail around full perimeter of town
- Railroad Ave. on Monroe Co. side would be great to develop
- Need grocery delivery for seniors
- Abandoned house on Hill Street– dangerous, broken windows
- Safe walking path along Route 3
- Shops and restaurants in downtown
- Annex outlying areas
- Put a system of bike trails to connect special places
- Old building at the corner of Rt. 3 and RR Ave– bowling alley, shops, restaurants, small businesses, arts center, classes, youth activity center
- Glen Ray needs sewer and police protection
- Annex Glen Ray
- Recreational development along the river (flood-proof)
- Daily Amtrak service-keep train station open
- Community gardens in FEMA lots
- Develop the park with trails, playground equipment
- Public swimming pool
- Abandoned school off of Route 12 should be turned into housing
- Have youth programs/activities at community center
- Expand school gardens, farm to school programs
- Update physical addresses with house numbers on homes
- Stormwater—Walnut Avenue

Thursday, August 27, 2014 Final Open House

High Priorities

- Plan and do more activities that involve river fun
- Market existing properties to local stakeholders
- Improve aesthetics of downtown business district
- Ensure extension of high speed internet throughout the town
- Increase safe options for non-motorized travel ; bike routes and walking routes
- Bring new business to town
- Clean-up main routes throughout Alderson and keep them clean
- Cleaning up can bring new business to town
- Demolish abandoned buildings on Greenbrier Street
- Prominent police presence in town makes us look unfriendly; speed trap not good
- Easy river access
- Park for children; playground, skate park
- Wellness park
- Quality infrastructure
- Facilities and activities that bring more visitors to town year round
- Enforce existing building and property codes
- Demolish buildings and enforce codes
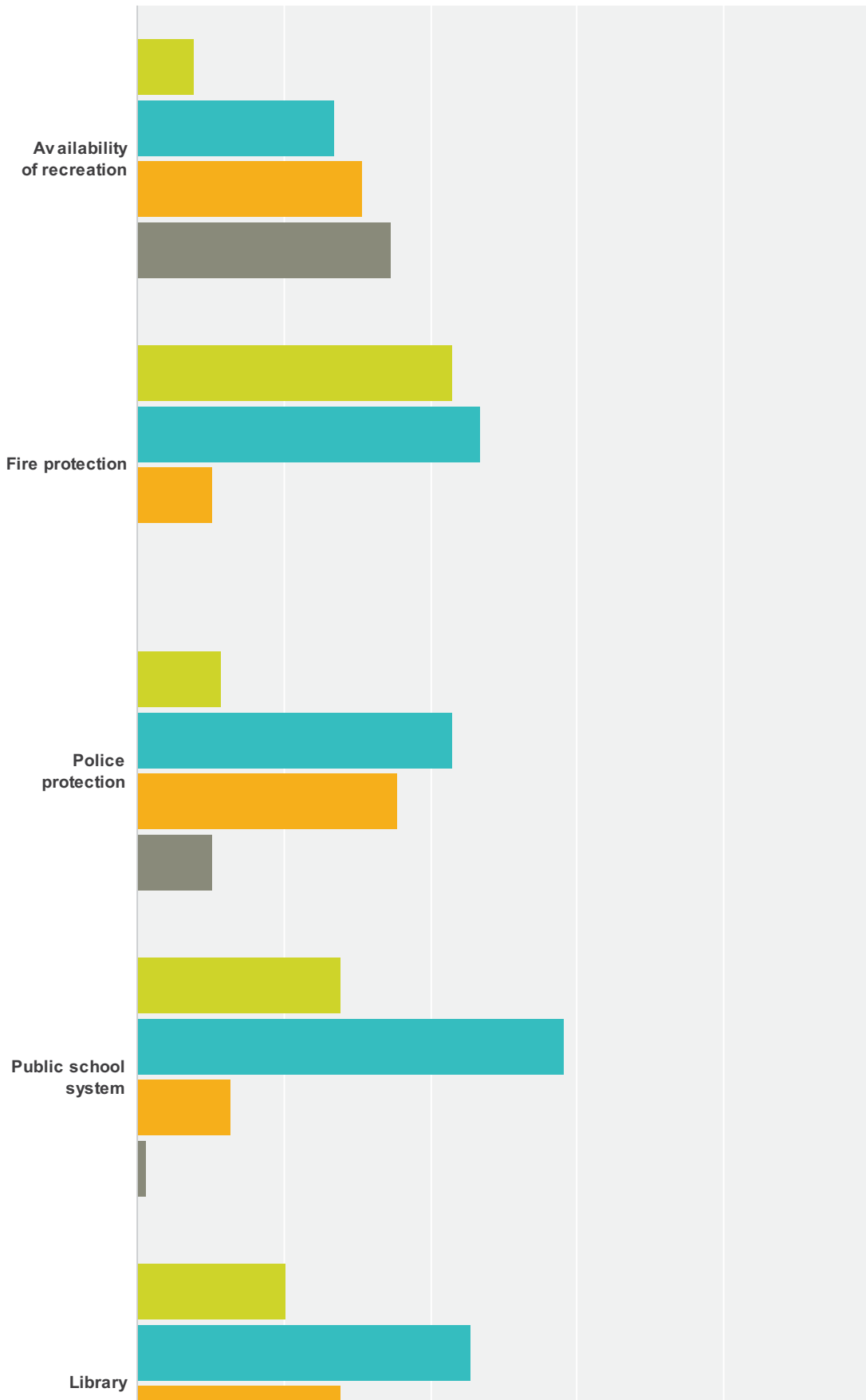- Enforce ordinances

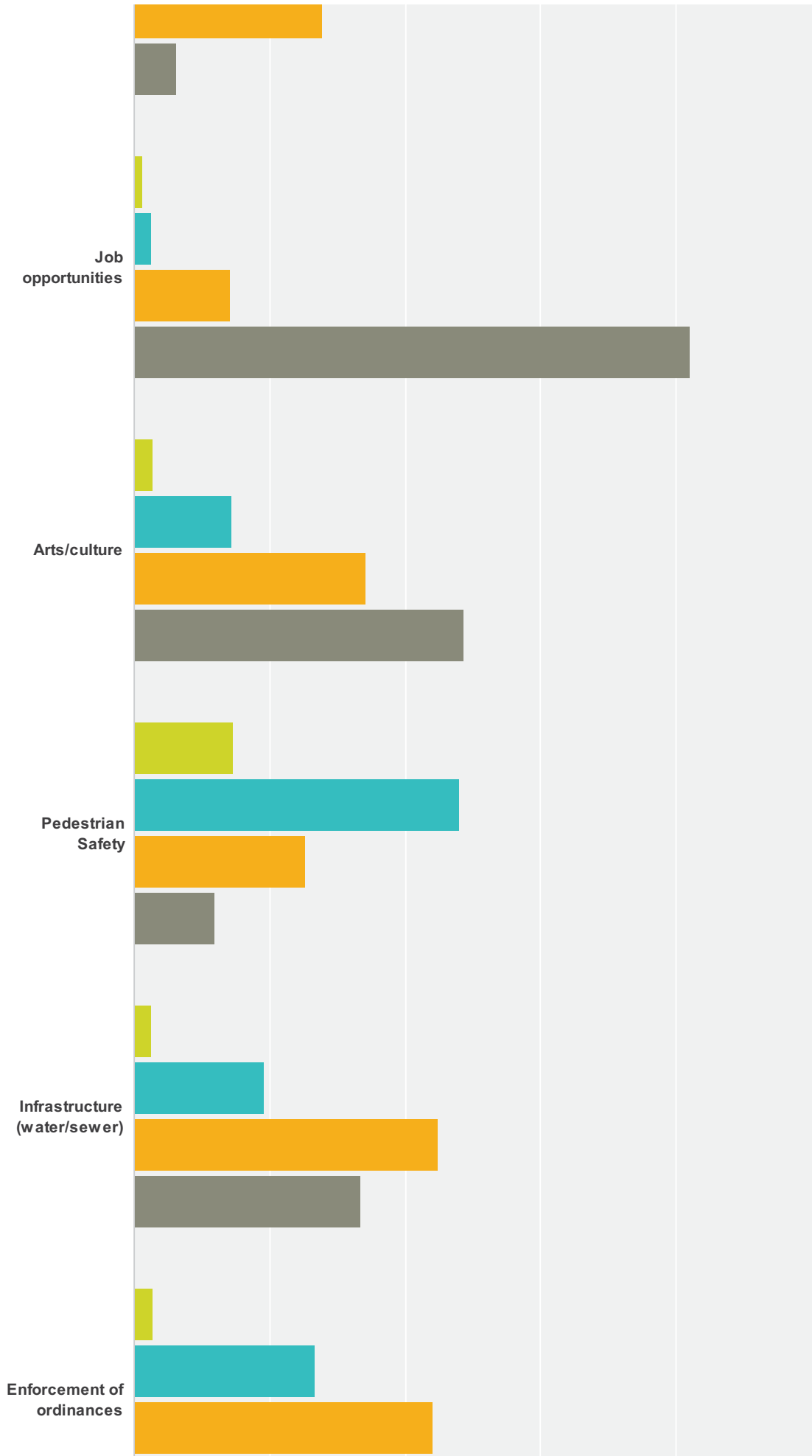| Recommendation	Priority
Goal: Provide improved water, wastewater, and stormwater infrastructure and services to all residents	
Replace water lines	7
Update the waste water treatment plant	15
Goal: Maintain and develop park facilities and programs to meet the recreational needs of town residents	
Revitalize Town Park	1
Utilize the Memorial Bridge as a gathering place	7
Develop a new park in town	2
Design walking routes throughout Town	2
Install bicycle share the road signs	1
Continue to hold semi-monthly recreational events for families and young children	0
Goal: Ensure a safe transportation network by improving existing roadways and sidewalks	
Develop a road maintenance plan	17
Develop a sidewalk program to prioritize sidewalk improvements	4
Goal: Enhance community resilience and safety	
Develop a plan on how to communicate with the public during an emergency or natural disaster	4
Develop community orientated policing to address the concerns of residents	17
Goal: Encourage land use planning to preserve the character of the town	
Revise the zoning ordinance to be consistent with the vision in the Comprehensive Plan	0
Enact a dilapidated building ordinance	3
Enact a vacant structure ordinance to prevent buildings from becoming dilapidated	1
Identify all vacant and dilapidated buildings	0
Increase enforcement of building codes and property maintenance ordinances	12
Improve the aesthetics of the downtown business district	5
Goal: Support the efforts of town revitalization to increase economic development opportunities	
Annex land currently outside of town but near the town boundaries	8
Inventory and market existing vacant properties to developers	4
Consider increasing the business license and municipal service fee	0
Hire a part-time town administrator	3
Develop a marketing and branding campaign to raise awareness of Alderson	9
Develop a gateway to promote Alderson to travelers along I-64	0
Create a town website and Facebook page	1

APPENDIX 2:
SURVEY RESULTS

Q1 Please rate your level of satisfaction for each of the following:
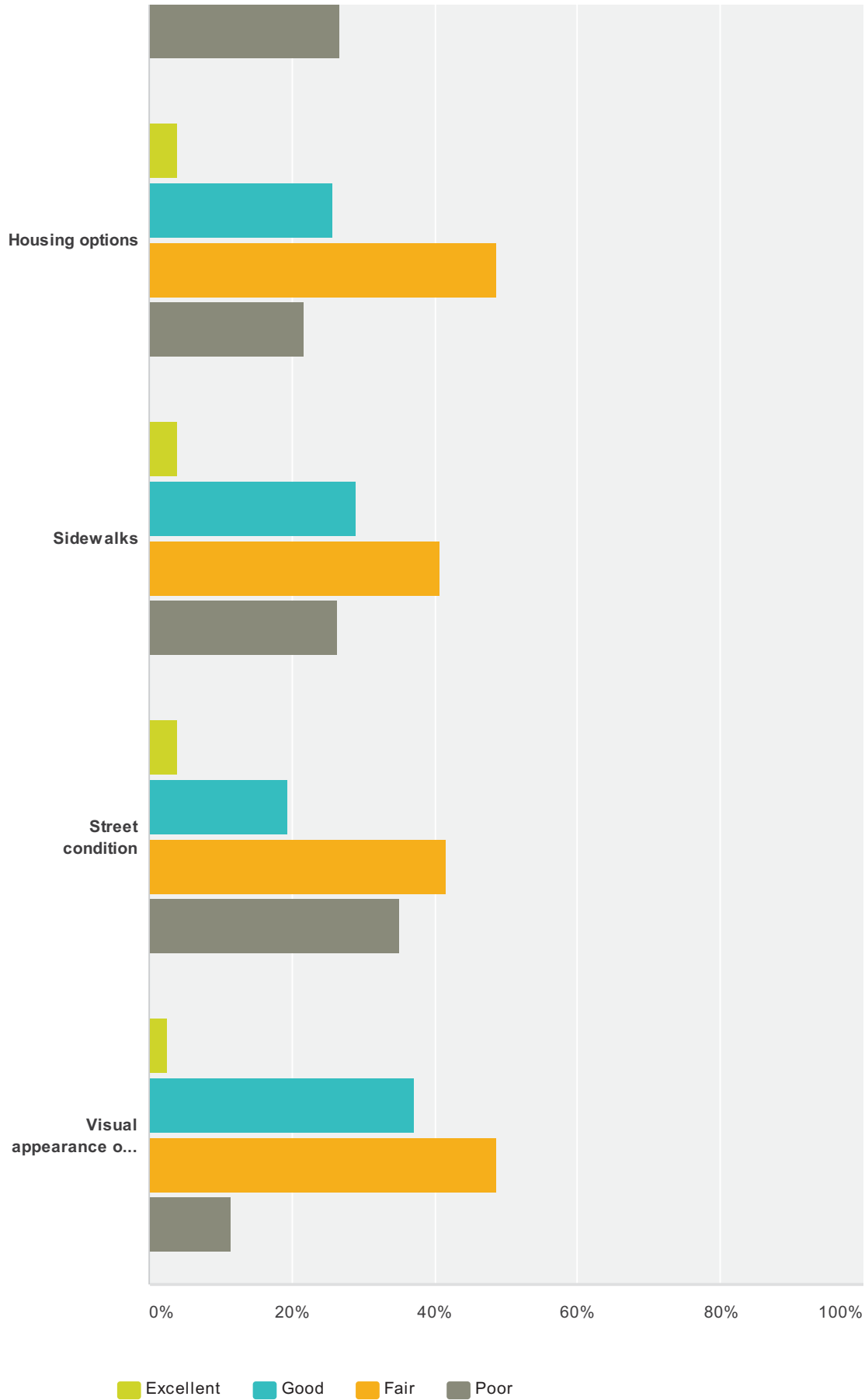
Answered: 80   Skipped: 2

Job opportunities

Arts/culture

Pedestrian Safety

Infrastructure (water/sewer)

Enforcement of ordinances

Town of Alderson Comprehensive Plan Survey

		Excellent	Good	Fair	Poor	Total

Availability of recreation	**7.69%** 6	**26.92%** 21	**30.77%** 24	**34.62%** 27	78
Fire protection	**43.04%** 34	**46.84%** 37	**10.13%** 8	**0%** 0	79
Police protection	**11.39%** 9	**43.04%** 34	**35.44%** 28	**10.13%** 8	79
Public school system	**27.85%** 22	**58.23%** 46	**12.66%** 10	**1.27%** 1	79
Library	**20.25%** 16	**45.57%** 36	**27.85%** 22	**6.33%** 5	79
Job opportunities	**1.28%** 1	**2.56%** 2	**14.10%** 11	**82.05%** 64	78
Arts/culture	**2.63%** 2	**14.47%** 11	**34.21%** 26	**48.68%** 37	76
Pedestrian Safety	**14.67%** 11	**48%** 36	**25.33%** 19	**12%** 9	75
Infrastructure (water/sewer)	**2.56%** 2	**19.23%** 15	**44.87%** 35	**33.33%** 26	78
Enforcement of ordinances	**2.67%** 2	**26.67%** 20	**44%** 33	**26.67%** 20	75
Housing options	**4.05%** 3	**25.68%** 19	**48.65%** 36	**21.62%** 16	74
Sidewalks	**3.95%** 3	**28.95%** 22	**40.79%** 31	**26.32%** 20	76
Street condition	**3.90%** 3	**19.48%** 15	**41.56%** 32	**35.06%** 27	77
Visual appearance of Alderson	**2.56%** 2	**37.18%** 29	**48.72%** 38	**11.54%** 9	78

Town of Alderson Comprehensive Plan Survey

Q5 What types of business would you like to see in the Town of Alderson? Please let us know your views on the need of each business listed.
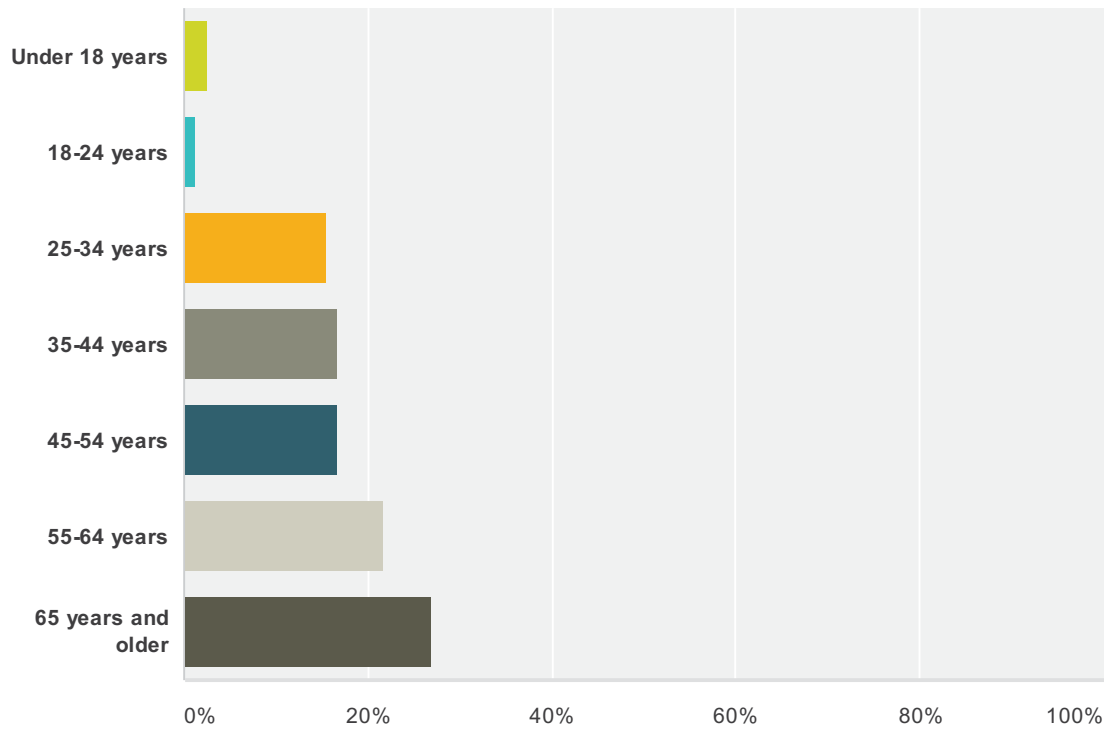
Answered: 76   Skipped: 6
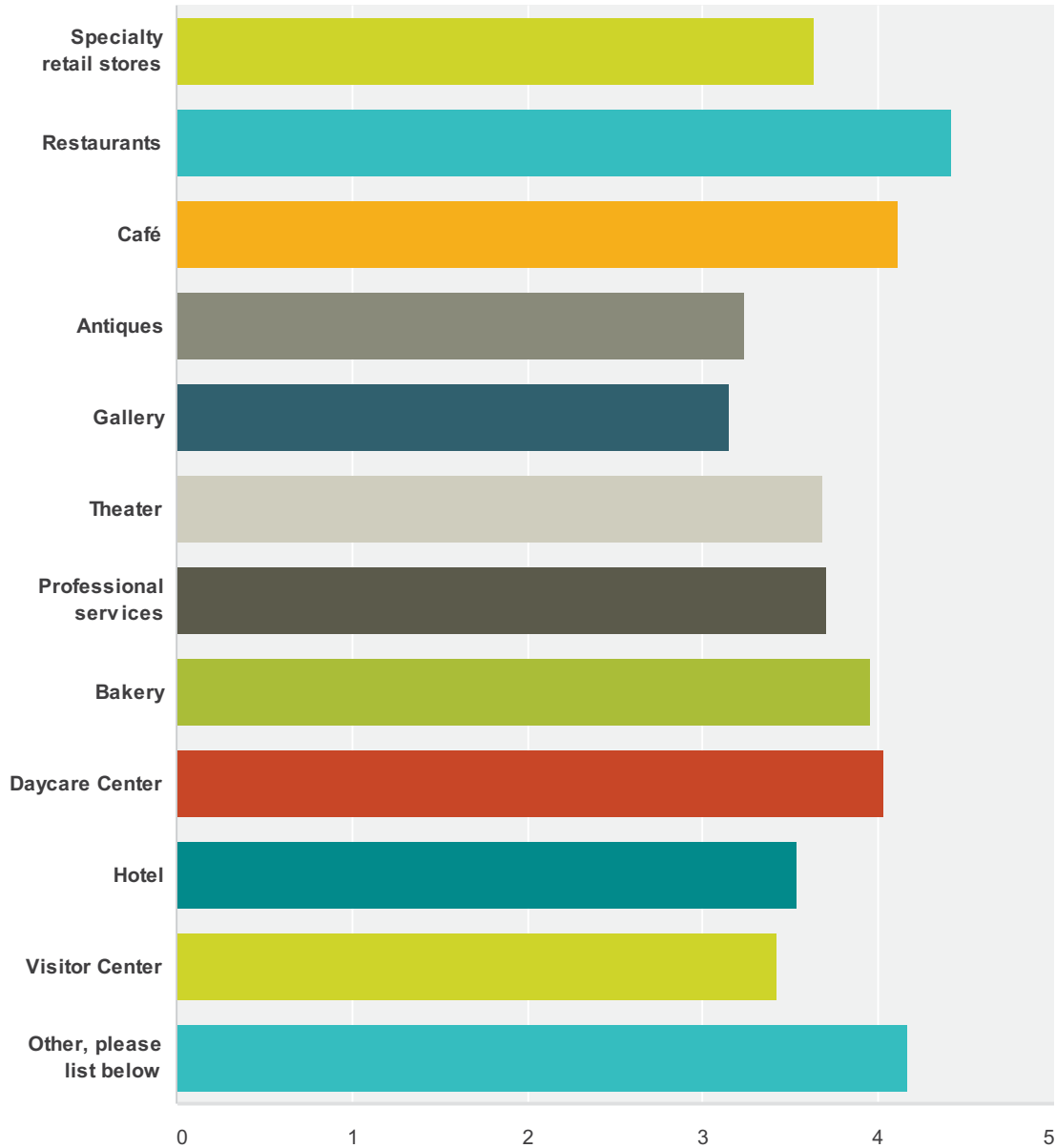
	Extremely Needed	Needed	Neutral	Not needed	Not at all needed	Total	Average Rating
Specialty retail stores	**22.22%** 16	**37.50%** 27	**23.61%** 17	**13.89%** 10	**2.78%** 2	72	3.63
Restaurants	**50%** 36	**43.06%** 31	**5.56%** 4	**1.39%** 1	**0%** 0	72	4.42
Café	**43.06%** 31	**36.11%** 26	**11.11%** 8	**8.33%** 6	**1.39%** 1	72	4.11
Antiques	**11.11%** 8	**29.17%** 21	**34.72%** 25	**22.22%** 16	**2.78%** 2	72	3.24

	8	**21**	**23**	**16**	**2**	72	3.24
Gallery	**8.45%** 6	**22.54%** 16	**46.48%** 33	**21.13%** 15	**1.41%** 1	71	3.15
Theater	**24.66%** 18	**39.73%** 29	**17.81%** 13	**15.07%** 11	**2.74%** 2	73	3.68
Professional services	**20%** 14	**38.57%** 27	**34.29%** 24	**7.14%** 5	**0%** 0	70	3.71
Bakery	**23.61%** 17	**51.39%** 37	**22.22%** 16	**2.78%** 2	**0%** 0	72	3.96
Daycare Center	**30.67%** 23	**45.33%** 34	**21.33%** 16	**1.33%** 1	**1.33%** 1	75	4.03
Hotel	**14.08%** 10	**40.85%** 29	**32.39%** 23	**9.86%** 7	**2.82%** 2	71	3.54
Visitor Center	**14.49%** 10	**34.78%** 24	**30.43%** 21	**18.84%** 13	**1.45%** 1	69	3.42
Other, please list below	**63.16%** 12	**10.53%** 2	**15.79%** 3	**0%** 0	**10.53%** 2	19	4.16

Q10 How old are you?

Answered: 78   Skipped: 4

Answer Choices	Responses	
Under 18 years	**2.56%**	2
18-24 years	**1.28%**	1
25-34 years	**15.38%**	12
35-44 years	**16.67%**	13
45-54 years	**16.67%**	13
55-64 years	**21.79%**	17
65 years and older	**26.92%**	21
Total Respondents: 78		

Q11 **Where do you live?**
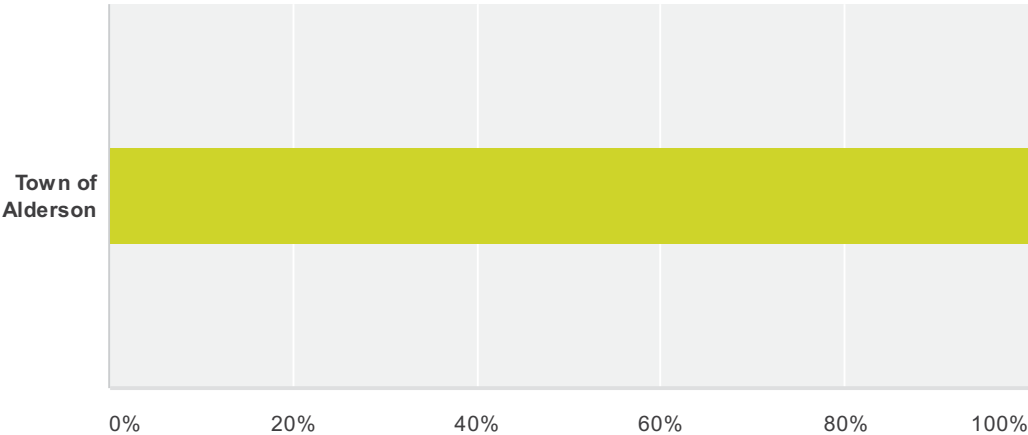
Answer Choices	Responses	
Town of Alderson	**100%**	49
Total Respondents: 49		

Q12 Do you

Answered: 73   Skipped: 9

own your home

rent your home

0%   20%   40%   60%   80%   100%
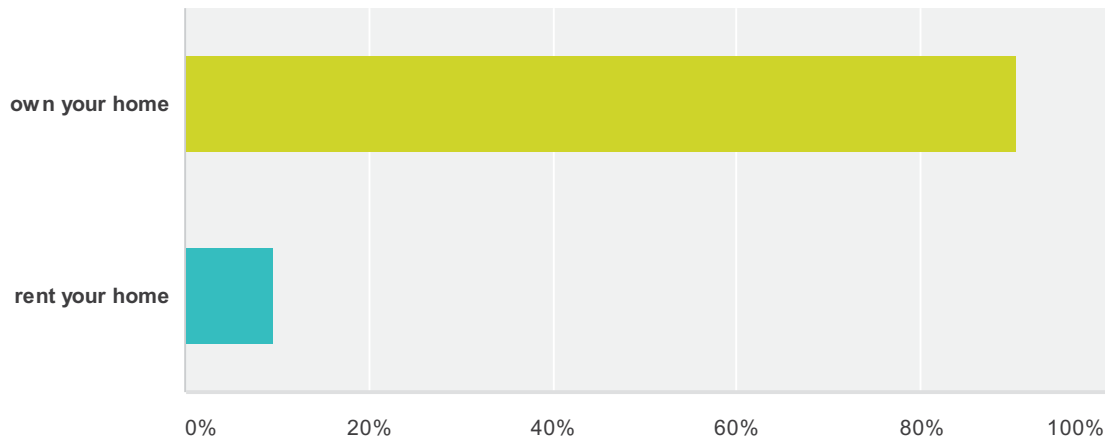
Answer Choices	Responses	
own your home	**90.41%**	66
rent your home	**9.59%**	7
Total Respondents: 73		

Q13 Number of people in your household

Answered: 77   Skipped: 5
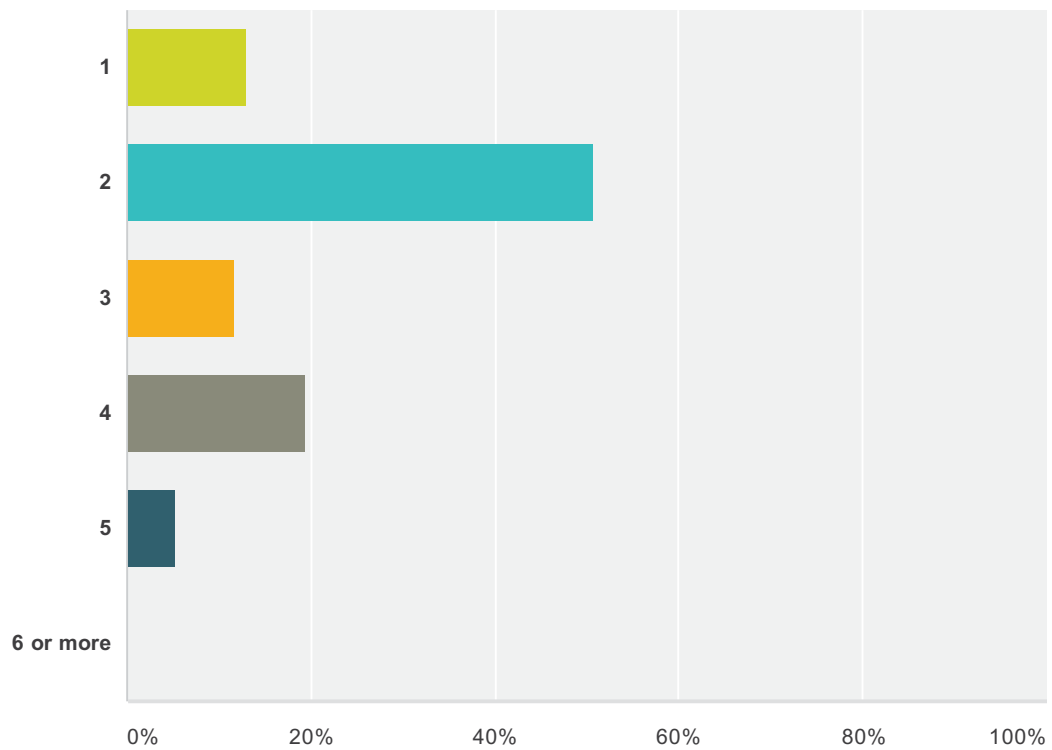
Answer Choices	Responses	
1	**12.99%**	10
2	**50.65%**	39
3	**11.69%**	9
4	**19.48%**	15
5	**5.19%**	4
6 or more	**0%**	0
Total Respondents: 77		

Q1 Goal One: Provide improved water, wastewater, and storm-water infrastructure and services to residents.Please choose the ONE action step which you feel is the most important to implement to achieve Goal One
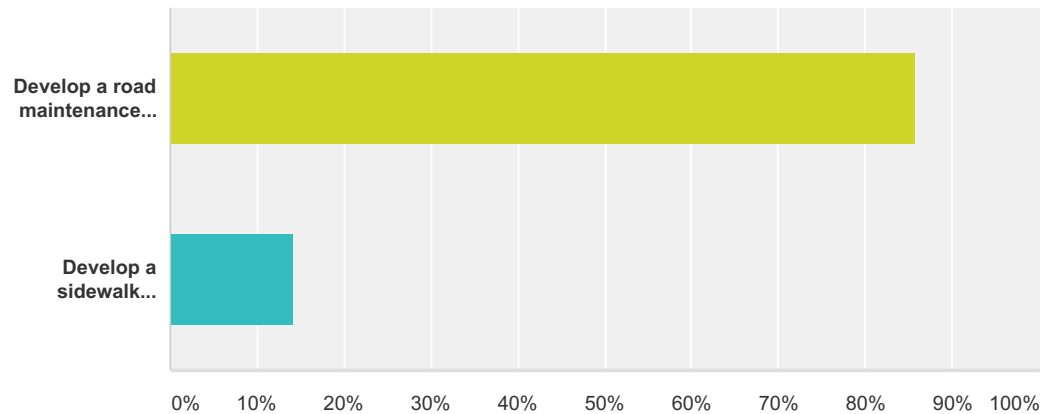
Answered: 21   Skipped: 1
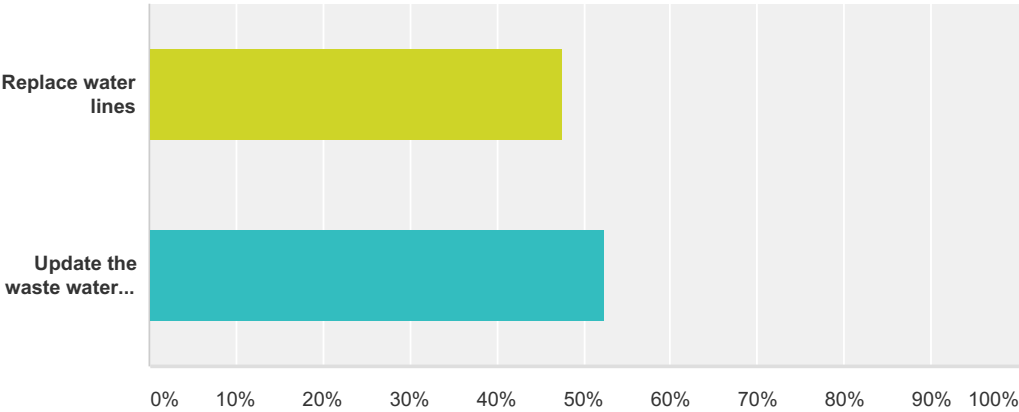
Answer Choices	Responses	
Replace water lines	**47.62%**	10
Update the waste water treatment plant	**52.38%**	11
Total		**21**

Q2 Goal Two: Ensure a safe transportation network by improving existing roadways and sidewalksPlease choose the ONE action step which you feel is the most important to implement to achieve Goal Two

Answered: 21   Skipped: 1

Answer Choices	Responses	
Develop a road maintenance plan	**85.71%**	18
Develop a sidewalk program to prioritize sidewalk improvements	**14.29%**	3
Total		**21**

Q3 Goal Three: Maintain and develop park facilities and programs to meet the recreational needs of town residentsPlease choose the ONE action step which you feel is the most important to implement to achieve Goal Three.

Answered: 22   Skipped: 0
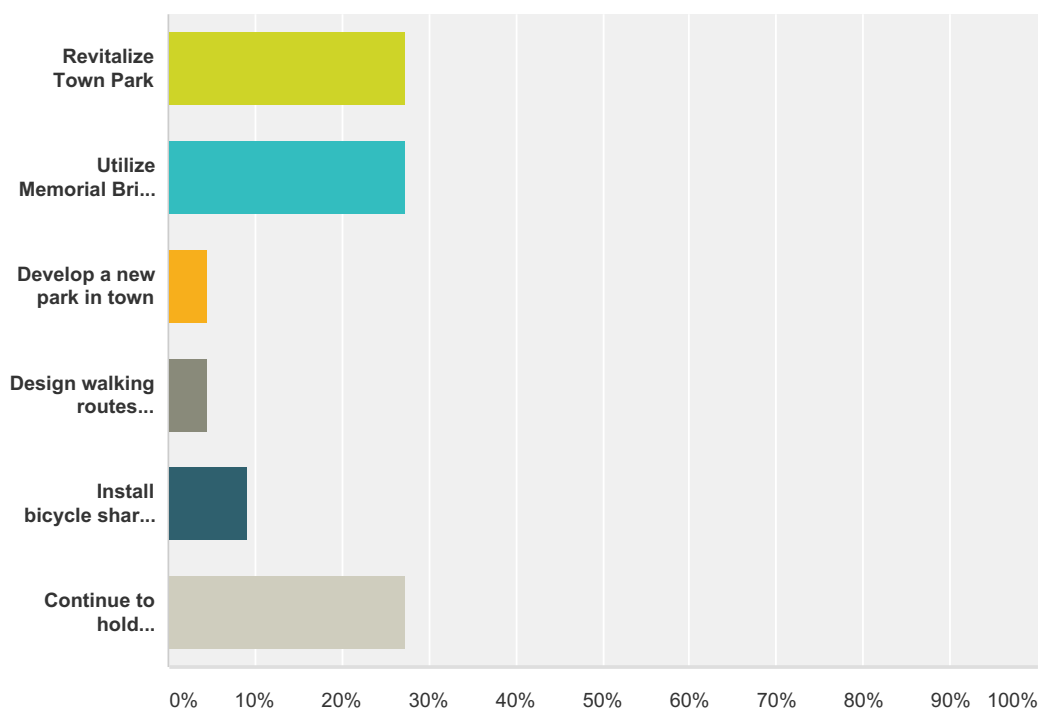
Answer Choices	Responses	
Revitalize Town Park	27.27%	6
Utilize Memorial Bridge as a gathering place	27.27%	6
Develop a new park in town	4.55%	1
Design walking routes throughout Town	4.55%	1
Install bicycle share the road signs	9.09%	2
Continue to hold semi-monthly recreational events for families and young children	27.27%	6
Total		22

Q4 Goal Four: Encourage land use planning to preserve the character of the townPlease choose the ONE action step which you feel is the most important to implement to achieve Goal Four.

Answered: 22   Skipped: 0
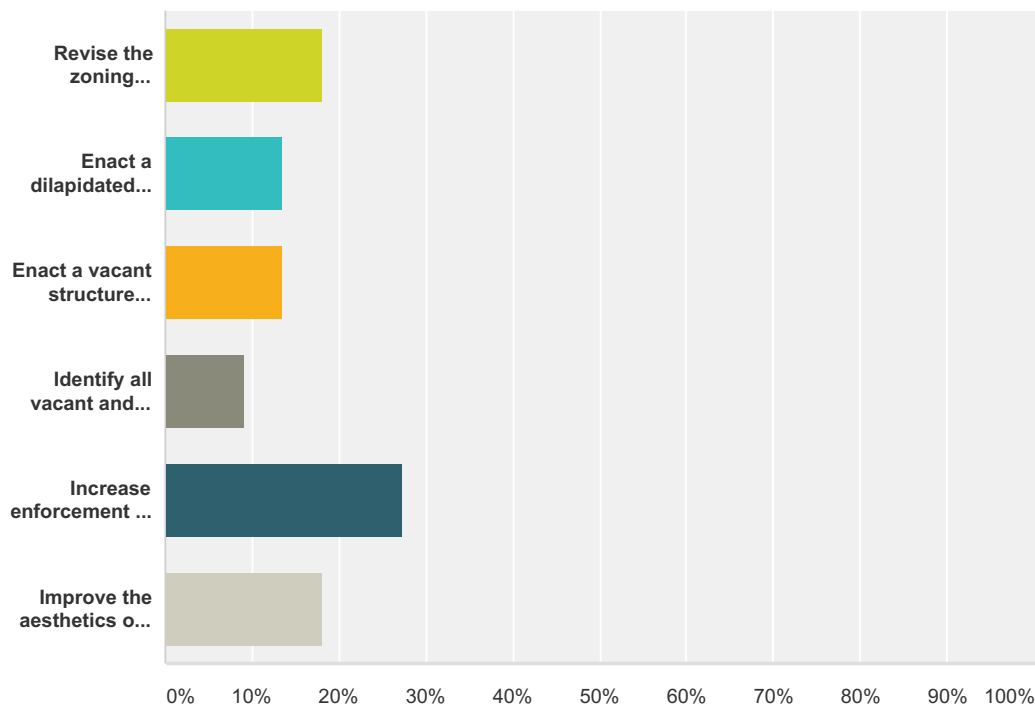
Answer Choices	Responses	
Revise the zoning ordinance to be consistent with the vision in the Comprehensive Plan	**18.18%**	4
Enact a dilapidated building ordinance	**13.64%**	3
Enact a vacant structure ordinance to prevent buildings from becoming dilapidated	**13.64%**	3
Identify all vacant and dilapidated buildings	**9.09%**	2
Increase enforcement of building codes and property maintenance ordinances	**27.27%**	6
Improve the aesthetics of the downtown business district	**18.18%**	4
Total		**22**

Q5 Goal Five: Support the efforts of town revitalization to increase economic development opportunities Please choose the ONE action step which you feel is the most important to implement to achieve Goal Five.

Answered: 22   Skipped: 0
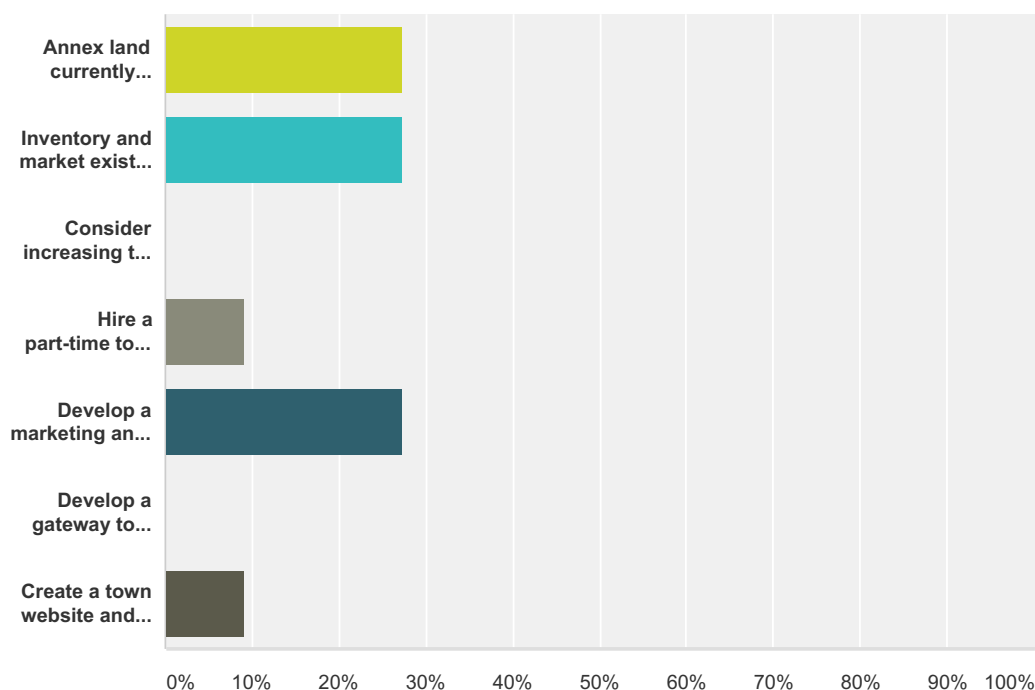
Answer Choices	Responses	
Annex land currently outside of town but near the town boundaries	**27.27%**	6
Inventory and market existing vacant properties to developers	**27.27%**	6
Consider increasing the business license and municipal service fee	**0.00%**	0
Hire a part-time town administrator	**9.09%**	2
Develop a marketing and branding campaign to raise awareness of Alderson	**27.27%**	6
Develop a gateway to promote Alderson to travelers along I-64	**0.00%**	0
Create a town website and Facebook page	**9.09%**	2
Total		**22**

Q6 Goal 6: Enhance community resilience and safetyPlease choose the ONE action step which you feel is the most important to implement to achieve Goal Six

Answered: 22   Skipped: 0
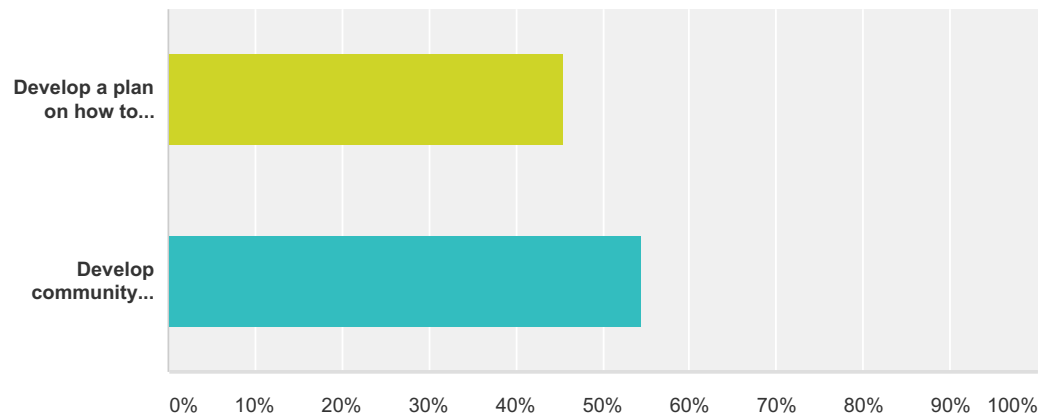
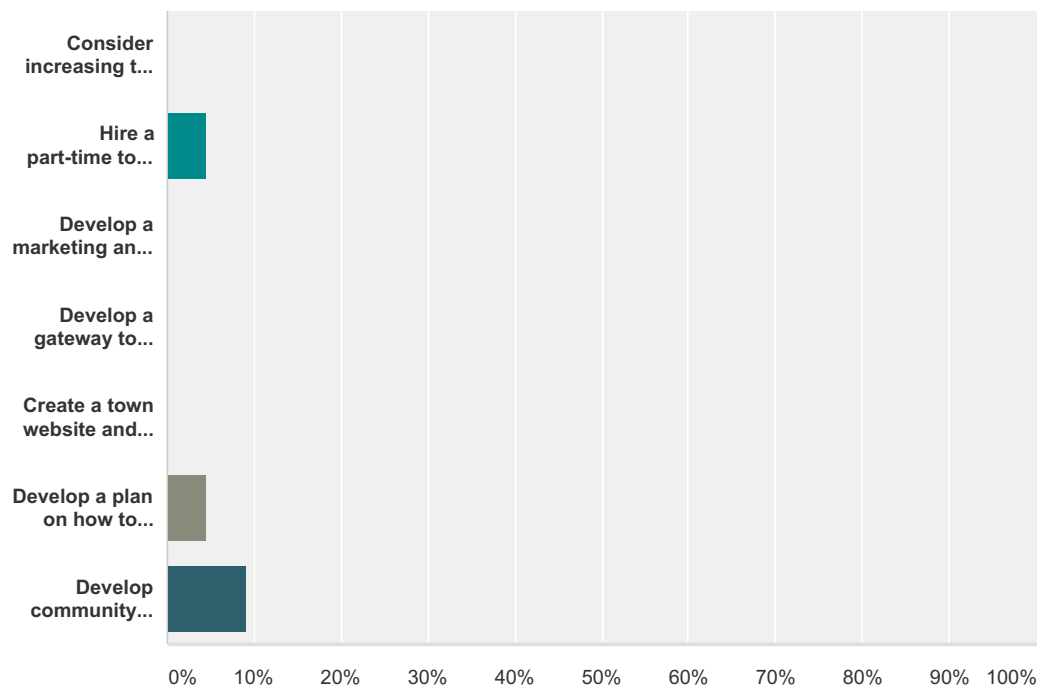| Answer Choices	Responses	
Develop a plan on how to communicate with the public during an emergency or natural disaster	**45.45%**	10
Develop community oriented policing to address the concerns of residents pertaining to crime	**54.55%**	12
Total		**22**

Q7 Of all the action steps listed, which one do you feel should be the highest priority overall for the Town?

Answered: 22   Skipped: 0

Replace water lines	
Update the waste water...	
Develop a road maintenance...	
Develop a sidewalk...	
Revitalize Town Park	
Utilize Memorial Bri...	
Develop a new park in town	
Design walking routes...	
Install bicycle shar...	
Continue to hold...	
Revise the zoning...	
Enact a dilapidated...	
Enact a vacant structure...	
Identify all vacant and...	
Increase enforcement ...	
Improve the aesthetics o...	
Annex land currently...	
Inventory and market exist...	

Answer Choices	Responses	
Replace water lines	**9.09%**	2
Update the waste water treatment plant	**13.64%**	3
Develop a road maintenance plan	**9.09%**	2
Develop a sidewalk program to prioritize sidewalk improvements	**0.00%**	0
Revitalize Town Park	**0.00%**	0
Utilize Memorial Bridge as a gathering place	**0.00%**	0
Develop a new park in town	**0.00%**	0
Design walking routes throughout Town	**0.00%**	0
Install bicycle share the road signs	**0.00%**	0
Continue to hold semi-monthly recreational events for families and young children	**0.00%**	0
Revise the zoning ordinance to be consistent with the vision in the Comprehensive Plan	**13.64%**	3
Enact a dilapidated building ordinance	**9.09%**	2
Enact a vacant structure ordinance to prevent buildings from becoming dilapidated	**4.55%**	1
Identify all vacant and dilapidated buildings	**0.00%**	0
Increase enforcement of building codes and property maintenance ordinances	**4.55%**	1
Improve the aesthetics of the downtown business district	**9.09%**	2
Annex land currently outside of town but near the town boundaries	**9.09%**	2
Inventory and market existing vacant properties to developers	**0.00%**	0

Consider increasing the business license and municipal service fee	**0.00%**	0
Hire a part-time town administrator	**4.55%**	1
Develop a marketing and branding campaign to raise awareness of Alderson	**0.00%**	0
Develop a gateway to promote Alderson to travelers along I-64	**0.00%**	0
Create a town website and Facebook page	**0.00%**	0
Develop a plan on how to communicate with the public during an emergency or natural disaster	**4.55%**	1
Develop community oriented policing to address the concerns of residents pertaining to crime	**9.09%**	2
Total		**22**

APPENDIX 3: SOURCES

Sources

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West Virginia Division of Tourism. (2013) Economic Impact of Travel on West Virginia 2000-2012 Detailed State and County Estimates. Dean Runyan Associates.

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APPENDIX 4: ADOPTION MATERIALS

TO BE ADDED AFTER PLAN ADOPTION

RESOLUTION APPROVING A COMPREHENSIVE PLAN PREPARED BY THE PLANNING COMMISSION OF THE TOWN OF ALDERSON, WEST VIRGINIA

WHEREAS, the Planning Commission for the Town of Alderson, West Virginia, pursuant to Chapter 8A of the West Virginia Code, has prepared a comprehensive plan for the Town;

WHEREAS, the Planning Commission has adopted procedures for public input throughout the comprehensive plan process;

WHEREAS, the Planning Commission has identified and addressed all required objectives and components pursuant to Chapter 8A of the West Virginia Code;

WHEREAS, pursuant to West Virginia Code §8A-3-6, notice was published in the Mountain Messenger on March 19, 2016 and the WV Daily News on March 22, 2016;
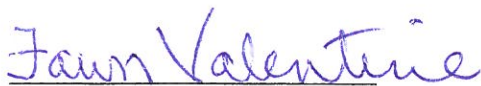
WHEREAS, further pursuant to West Virginia Code §8A-3-6, a public hearing was held before the Town of Alderson's Planning Commission on May 5, 2016;

WHEREAS, no written comments were received and no oral comments were presented to the planning commission pursuant to the notice of public hearing;

NOW, THEREFORE, BE IT RESOLVED by the Planning Commission for the Town of Alderson, West Virginia, that, pursuant to Chapter 8A of the West Virginia Code, the comprehensive plan prepared by the Planning Commission for the Town of Alderson, West Virginia, bearing the date of March 2016, is made a part of this resolution by reference and is hereby recommended to the Town Council without any amendments thereto entered into the official minutes of the Planning Commission.

PASSED and APPROVED at a regular meeting of the Planning Commission of the Town of Alderson, West Virginia, held on May 5, 2016.

ATTEST:

Fawn Valentine

President, Town of Alderson Planning Commission

May 9, 2016

Town of Alderson
Attn: Town Council
Town Hall
202 South Monroe Street
Alderson, WV 24910

Dear Town Council,

On behalf of the Town of Alderson Planning Commission I would like to submit the recommended comprehensive plan, which has been prepared by the Commission. The Planning Commission has taken great strides to ensure that this Plan is in conformance with Chapter 8A of the West Virginia Code, which governs land use planning in West Virginia. This includes the adoption of public input procedures, by the Planning Commission, which have been followed throughout the planning process.

After holding a properly advertised public hearing on May 5, 2016, the Planning Commission convened and held a regular meeting where a quorum of the Commission, by way of resolution, recommended the plan and now submits the plan to Town Council for review and possible adoption.

At the next Town Council meeting the Planning Commission will present the comprehensive plan to Council where we would be happy to answer any question you or members of the Town Council may have. In order to present the comprehensive plan the Planning Commission requests that the matter be placed on the next Council meeting's agenda.

Best Regards,

Jaun Valentine

President, Town of Alderson Planning Commission

Enclosure

RESOLUTION ADOPTING A COMPREHENSIVE PLAN FOR THE TOWN OF ALDERSON, WEST VIRGINIA

WHEREAS, the Planning Commission for the Town of Alderson, West Virginia, pursuant to Chapter 8A of the West Virginia Code, has prepared a recommended comprehensive plan for the Town;

WHEREAS, the Planning Commission has recommended that the Town Council adopt the comprehensive plan;

WHEREAS, pursuant to West Virginia Code §8A-3-7, a public hearing was held before the Town of Alderson's Planning Commission on May 5, 2016;

WHEREAS, the planning commission presented the comprehensive plan to the Town Council on May 12, 2016;

WHEREAS, pursuant to §8A-3-7, a public hearing was held before the Town Council on June 9, 2016;

NOW, THEREFORE, IT BE RESOLVED by the Town Council for the Town of Alderson, West Virginia, that, pursuant to West Virginia Code §8A-3-8, the comprehensive plan prepared by the Planning Commission for the Town of Alderson, West Virginia, bearing the date of March 2016, is made a part of this resolution by reference and is hereby adopted without any amendments thereto entered into the official minutes of the Town Council.

BE IT FURTHER RESOLVED, that a copy of this adopted comprehensive plan shall, pursuant to West Virginia Code §8A-3-9, be filed in the office of the clerk of the county commission for Monroe and Greenbrier Counties, West Virginia

PASSED, APPROVED AND ADOPTED at a regular meeting of the Town Council of the Town of Alderson, West Virginia, held on June 9, 2016.

ATTEST:

_____

Town Clerk

TOWN OF ALDERSON, WEST VIRGINIA

CERTIFICATION OF APPROVAL OF THE
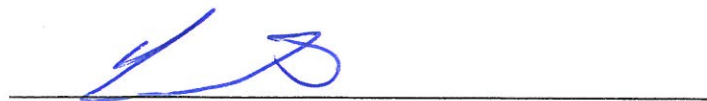
TOWN OF ALDERSON COMPREHENSIVE PIAN

This is to certify that the Comprehensive Plan prepared by the Town of Alderson Planning Commission pursuant to Chapter 8A of the West Virginia Code was approved by the Planning Commission on May 5, 2016 at which time the Comprehensive Plan was recommended for submission to the Council of the Town of Alderson for review and adoption.

The Planning Commission presented the Comprehensive Plan to the Alderson Town Council on May 12, 2016 at a regularly scheduled meeting. Council accepted the submission and set the matter for public comment and scheduled a public hearing for June 9, 2016 at which time the public hearing was held.

Pursuant to West Virginia Code 8A-3-9 a copy of the comprehensive plan will be kept on file in the office of the clerk of the Town of Alderson and a copy filed with the Clerks of the County Commissions of Greenbrier and Monroe.

It is further certified that at the regularly scheduled meeting of the City Council of the Town of Alderson, West Virginia on June 9, 2016 the Council passed, approved and adopted the Town of Alderson Comprehensive plan.

ATTEST:

_____

City Clerk

The West Virginia Daily News
PO Box 471
Lewisburg, WV 24901
PHONE: (304) 645-1206

AFFIDAVIT OF PUBLICATION

STATE OF WEST VIRGINIA
COUNTY OF GREENBRIER,
TO WIT:

NOTICE OF PUBLIC HEARING

NOTICE that the Town of Alderson Planning Commission will hold a public hearing and meeting on Thursday, May 5, 2016 at 7 PM at the Alderson Town Hall, 202 South Monroe Street, Alderson, West Virginia 24910. The public is invited to attend and submit comments on the recently drafted Alderson Comprehensive Plan. Beginning on March 23, 2016, a copy of the comprehensive plan can be reviewed at Alderson Town Hall, 202 South Monroe Street, Alderson, West Virginia 24910 during normal business hours. The plan can also be viewed at the Alderson Public Library, 308 Walnut Street, Alderson, West Virginia 24910. Members of the public can call Corianna Spinks, Town Clerk, at 304-445-2916 (Monday through Friday 8 AM to 4 PM) if they are unable to review the plan at Town Hall or at the library. Written comments can be submitted prior to the scheduled hearing at Alderson Town Hall, 202 South Monroe Street, Alderson, West Virginia 24910, or may be emailed to the City Clerk at clerk@aldersonwv.org (22mr)

I, _Louise Bassett_,
one of the editors of The West Virginia Daily News, a daily newspaper of general circulation published at Lewisburg, West Virginia, in the County of Greenbrier, State of West Virginia, do certify that publication of the advertisement or advertisements attached hereto was made in _One (1)_ issues of said newspaper, dated
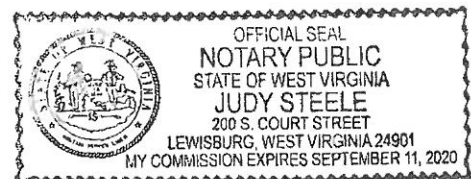
22 Mar. 2016

_____

_____

_____

Given under my hand this _22nd_ day
of _March_, 2016

Louise Bassett
Editor or Publisher

Subscribed and sworn to before me this _22nd_ day of _March_, 2016
My commission expires _Sept 11, 2020_
Judy Steele, Notary Public
Publication Fee: $ _23.63_

The West Virginia Daily News
PO Box 471
Lewisburg, WV 24901
PHONE: (304) 645-1206

AFFIDAVIT OF PUBLICATION

STATE OF WEST VIRGINIA
COUNTY OF GREENBRIER,
TO WIT:

PUBLIC NOTICE
NOTICE that Alderson Town Council will hold a public hearing and meeting on Thursday, June 9, 2016 at 7:00 PM at the Alderson Town hall, 202 South Monroe Street, Alderson, West Virginia 24910. The public is invited to attend and submit comments on the recently drafted Alderson Comprehensive Plan. The comprehensive plan can be reviewed at Alderson Town Hall, 202 South Monroe Street, Alderson, West Virginia 24910 during normal business hours. The plan can also be viewed at the Alderson Public Library, 308 Walnut Street, Alderson, West Virginia 24910. Members of the public can call Corianna Spinks, Town Clerk, at 304-445-2916 (Monday through Friday 8 AM to 4 PM) if they are unable to review the plan at Town Hall or at the library. Written comments can be submitted prior to the scheduled hearing at Alderson Town Hall, 202 South Monroe Street, Alderson, West Virginia 24910, or may be e-mailed to the City Clerk at clerk@aldersonwv.org (12my)

I, _Louise Bassett_ , one of the editors of The West Virginia Daily News, a daily newspaper of general circulation published at Lewisburg, West Virginia, in the County of Greenbrier, State of West Virginia, do certify that publication of the advertisement or advertisements attached hereto was made in _ONE (1)_ issues of said newspaper, dated

12 May 2016

Given under my hand this _12th_ day

of _May_ , 2016

Louise Bassett
Editor or Publisher

Subscribed and sworn to before me this _12th_ day of _May_ , 2016

My commission expires _Sept 11, 2020_

Judy Steele , Notary Public

Publication Fee $ _23.63 paid_

OFFICIAL SEAL
NOTARY PUBLIC
STATE OF WEST VIRGINIA
JUDY STEELE
200 S. COURT STREET
LEWISBURG, WEST VIRGINIA 24901
MY COMMISSION EXPIRES SEPTEMBER 11, 2020

MOUNTAIN MEDIA, LLC

Post Office Box 429, Lewisburg, WV 24901

304-647-5724

CERTIFICATE OF PUBLICATION

I, **Sarah Mansheim**, one of the Editors or Agents of *Mountain Messenger*, a weekly newspaper of general circulation published in the County of Greenbrier, State of West Virginia, do certify that publication of the advertisement or advertisements **Public Hearing May 5, 2016** attached hereto was made in **1** issue(s) of the newspaper, dated **March 19, 2016**

Given under my hand this **23rd day of March, 2016**

_____
Editor or Publisher

$23.00
Publication fee

Subscribed and Sworn to before me

This ___23___ day of ___March___, 20 __16__

My commission expires: ___August 20, 2023___.
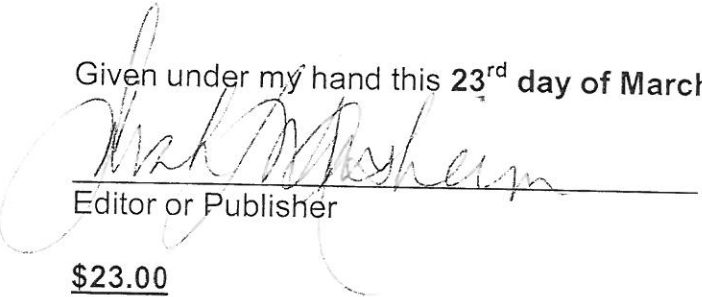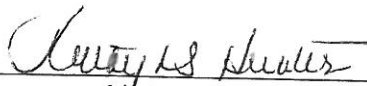
Signature _____
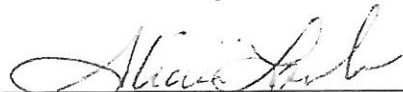Notary Public

MOUNTAIN MEDIA, LLC

Post Office Box 429, Lewisburg, WV 24901
304-647-5724

CERTIFICATE OF PUBLICATION

STATE OF WEST VIRGINIA
COUNTY OF GREENBRIER, SS:

I, **Alicia Lamb**, one of the Editors or Agents of *Mountain Messenger*, a weekly newspaper of general circulation published in the County of Greenbrier, State of West Virginia, do certify that publication of the advertisement or advertisements **Public Hearing Thursday June 9th** attached hereto was made in **1 issue(s)** of the newspaper, dated **May 14, 2016.**

Given under my hand this **16th day of May, 2016**

_____
Editor or Publisher
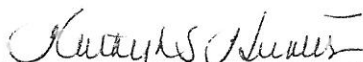
$24.15
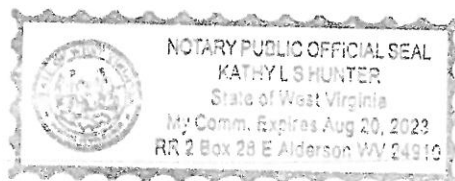Publication fee

Subscribed and Sworn to before me

This _16_ day of ___May___, 20 _16_
My commission expires: _August 20, 2023_ .

Signature _____
Notary Public

APPENDIX 5: HISTORY OF ALDERSON COMPREHENSIVE PLAN

History of Alderson's 2016 Comprehensive Plan

In April and May 2013, the Mountain State Land Use Academy held at Glade Springs Resort, sponsored by WVU School of Law Land Use and Sustainable Development Clinic, introduced and elucidated the concept of Comprehensive Plan. Fawn Valentine was fortunate to attend this Academy on a scholarship from WVU for Greenbrier County. This began a fruitful alliance between the WVU Law Clinic and the Alderson Municipal Planning Commission. On June 6, 2013, Attorney Katherine Garvey spoke to the Planning Commission, explaining how the Law Clinic could assist in crafting a Comprehensive Plan for Alderson, as required by state law.   In July, the Town of Alderson signed a retainer agreement with the Law Clinic. On August 1, 2013, Lead Land Use Attorney Jesse Richardson addressed the Planning Commission in a public meeting, beginning the process of developing a Plan. The Planning Commission worked closely with Christy Burnside DeMuth, AICP, Land Use Planner with the Law Clinic, over the years it took to create this Plan.

Alderson's Comprehensive Plan was begun and completed during the administration of Travis Copenhaver, Mayor; Betty Thomas, Recorder. During this time members of Town Council were Ann Eskins, Todd Hanger, Becky Keadle, Charlie Lobban, Kelly Keadle Carpenter, Doris Kasley. Members of the Planning Commission were Fawn Valentine, president; Ann Eskins, vice-president and Town Council representative; Kathleen DeRouen, secretary; Sam McClung; Kimberly Racer; Sam Kasley; John McCurdy; Steve Keadle; Timmy Gwinn; Stephanie Dickensen; Luther Lewallen, administrative representative.

Through discussion and meetings, the following goals rose to the top of list of Alderson's needs: Town website, expanded municipal boundaries (annexation), code enforcement, marketing and branding Alderson to encourage visitors and to grow our population, and improved infrastructure.

APPENDIX 6:
ALDERSON
COMMUNITY ENERGY
PLAN

Appalachian Regional Commission Community-Based Energy Projects: Planning and Implementation

Alderson Community Energy Plan—Final Plan (as adopted)

Grant period:	January 1, 2011 to June 30, 2012
Plan adoption:	May 10 , 2012

Project Title:	Community-Based Approach to Implementing Locally-Owned, Distributed Renewable Energy and Energy Efficiency Strategies For Alderson, West Virginia and the Surrounding Greenbrier Valley Area
Contract No.:	CO-16852
Grantee:	Town of Alderson, West Virginia and Downstream Strategies, LLC

Primary Contact:	Margaret Hambrick
Address:	P.O. Box 179, Alderson, WV 24910
Email:	mchwv44@gmail.com
Website:	www.aldersonwv.org
Phone:	(304) 445-2916
Fax:	(304) 445-7248

THE ALDERSON COMMUNITY ENERGY PLAN

This document serves as the Alderson Community Energy Plan (CEP). The CEP was developed as part of an energy planning project funded by the Appalachian Regional Commission, with contributions from private foundations and local stakeholders. The CEP is based on the goals identified at the onset and throughout the course of the project, and is consistent with the commitments outlined in the resolution passed by the Town Council on July 8, 2010. Specifically, the Town resolution, as it relates to energy, committed Alderson to (1) incorporating renewable energy and energy efficiency into the renovation of all public buildings, (2) developing principles of conservation that will be implemented in all public buildings, and (3) presenting the town of Alderson as a hub for small-scale sustainable energy and economic development projects.

Adopting and implementing this CEP will ensure that Alderson meets its commitments, and further, takes the necessary steps toward realizing its greater vision of becoming "the greenest small town in West Virginia." This CEP describes short- and long-term commitments as well as the programs and actions the Town will implement in order to move toward achieving its energy goals and overall vision. The Alderson Green Team will help the Town implement all aspects of the CEP and, where appropriate, assume a leadership role.

Alderson's ability to implement the CEP may be limited without new funding sources and/or financing opportunities. The Town's limited fiscal capacity and the fact that the Appalachian Regional Commission is not offering implementation funding at the present time leaves Alderson with a lack of funding and financing for the implementation of energy projects. This may prove to be a limiting factor in the pursuit of the Town's energy goals over the short-term. However, Alderson commits to exploring and pursuing public and private funds and low- to no-cost financing opportunities for implementing energy efficiency and renewable energy into the Town's strategic development plans.

Elements of a community energy plan

The energy plan described herein helps Alderson achieve the nine general steps in local energy planning identified by the American Council for an Energy Efficient Economy (ACEEE).[1] These steps include:

1. identifying and convening local stakeholders;
2. forming a leadership team;
3. developing an energy vision;
4. developing an energy baseline;
5. developing specific energy goals;
6. evaluating and ranking implementation actions;
7. identifying or developing a funding source or sources;
8. compiling and adopting the plan; and
9. monitoring, verification, and periodic revision of the plan.

Alderson's energy plan goes beyond the general structure of a CEP to include non-energy related or indirectly related goals and action items such as expanding Alderson's recycling program. Additionally, the CEP expands the focus of the Town's efforts and commitments to include not only publicly-owned buildings but also local businesses and residents. In this sense, Alderson's CEP represents a broader plan for sustainability and greater community involvement and benefit than a typical CEP. Each element of the CEP is necessary for realizing Alderson's overarching vision.

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[1] American Council for an Energy Efficient Economy (ACEEE). 2012. Local energy planning in practice: A review of recent experiences. Mar 26.
http://www.aceee.org/research-report/e123

Alderson's energy goals

The commitments Alderson made in the 2010 resolution can only be achieved by setting specific targets and timelines that direct the Town's energy investments. **To that end, the Town of Alderson commits to an overarching energy goal of reducing its electricity consumption by 10% through efficiency measures and conservation, and to generating 5% of its electricity from renewable energy sources by 2022, as compared to a 2011/2012 baseline.**

Achieving the efficiency targets alone will require a substantial focus on improving the energy efficiency of the water and sewer plants, while realizing smaller reductions for all other public buildings. Recognizing that achieving the targets will require significant capital expenditures, the greatest progress is likely to occur after the first five years. Therefore, as shown in the table below, the annual target for energy reductions will start small and progressively increase every three years, while targets for renewable energy are greater during the second half of the implementation period. The 2011/2012 baseline represents a rough estimate based on recent utility bills and will be refined by the Town.

Energy efficiency and renewable energy targets for the Town of Alderson, 2012-2022

Year	Electricity consumption (MWh)	Efficiency target (below 2012)	Annual reduction (below previous year)	Annual savings	Renewable energy target
2012	1,300				
2013	1,294	0.5%	0.5%	$567	
2014	1,287	1.0%	0.5%	$1,164	
2015	1,281	1.5%	0.5%	$1,794	1.0%
2016	1,274	2.0%	1.0%	$2,458	
2017	1,262	3.0%	1.0%	$3,781	2.0%
2018	1,249	3.9%	1.0%	$5,169	
2019	1,230	5.4%	1.5%	$7,274	3.0%
2020	1,212	6.8%	1.5%	$9,470	
2021	1,194	8.2%	1.5%	$11,760	4.0%
2022	1,170	10.0%	2.0%	$14,828	5.0%
10-year savings	**550**			**$58,264**	

Note: "MWh" denotes "megawatt-hours," and each MWh represents 1,000 kilowatt-hours (kWh). This is notable since Town electricity bills report consumption in kWh.

Overall, initial estimates show that Alderson would save a total of nearly $60,000 over the ten-year implementation period, for an average annual savings of $6,000. Additional savings would be realized over the long term from renewable energy generation. These estimates do not account for the costs associated with implementing the energy efficiency improvements or installing renewable energy systems.

This document provides an implementation plan and timeline for each of the described action items. The Town commits to further exploring, developing, and incorporating each of the items described in the plan as resources and funding permit, and will determine which items to prioritize over the short term.

Action items for implementing the Alderson Community Energy Plan

Implementing the action items described below will move Alderson toward achieving its energy goals. These action items also include other non-energy items and programs identified as being consistent with realizing the Town's overall vision. The Green Team will help the Town implement all aspects of the CEP and, where appropriate, assume a leadership role.

1. **Refine energy goals and develop a plan for achieving them.** The Town's preliminary energy goals are described in Section 0. However, the annual and overall goals may need to be revised based on a more accurate analysis of monthly consumption, an identification of building-specific opportunities for efficiency improvements, and an assessment of available renewable energy resources. Therefore, the first step is to develop a more comprehensive baseline of energy consumption and expenditures for the Town as a whole and for each individual building. Using this information, the Town will refine its initial energy targets and assess opportunities for improvements for each public building. From here, the Town will develop a more detailed and prioritized plan for energy efficiency and renewable energy that achieves its energy targets. The Town will also set project-specific timelines. Throughout the course of implementation, the Town will monitor its progress and verify the success of projects in meeting the energy targets. Each of these steps is detailed below.

    a. *Develop a more comprehensive baseline*. Relying primarily on electric utility bills, the Town will conduct a preliminary audit of monthly and annual electricity consumption for each of the Town's public buildings. A comprehensive audit will help establish a baseline from which to set more specific targets for reducing energy consumption, and will identify the sources of greatest consumption for each building. This information will help identify and prioritize projects for implementation. For instance, a basic review of 12 months of electricity bills showed that Alderson spent more than $100,000 on electricity in a single year—representing approximately 80% of the Town's total utility expenses. Of this, nearly 60% of Alderson's total utility expenses went toward powering the Town's water and sewer plants, providing a first-level indication of where the Town should focus its efforts.

    b. *Adopt detailed energy targets and refine the overall energy goals*. Based on the audit results and associated information, Alderson will refine the short- and long-term energy targets. Targets will be set for reducing energy consumption and for generating electricity from renewable energy sources at specific locations. A timeline will be set for achieving each target and completing the identified projects. The targets will be set so as to keep the Town on pace to achieve its long-term energy goals. Additional information will be gathered through building-specific energy audits and renewable energy feasibility studies.

    c. *Develop a more detailed plan and set timelines*. The CEP details various action items to be implemented over the short term that will move Alderson toward the achievement of its goals, and it sets a timeline for implementing each item. However, using the information gathered from the baseline assessment and detailed audits of Alderson's public buildings, the Town will develop a more detailed plan for achieving its energy targets. This more detailed plan will include additional and longer-term action items and timelines beyond those provided in the original CEP, and will analyze existing opportunities for energy reductions and renewable energy production in order to prioritize projects and locations where the most cost-effective solutions can be implemented. The building-specific targets will be set according to a number of factors, including energy intensity, consumption patterns, and the availability of opportunities for energy reductions and renewable energy installations, among others.

d. *Track and monitor progress*. To ensure the continued progress toward achieving the Town's energy efficiency goals, as well as the effectiveness of any actions taken, the Town will track energy consumption on a facility-by-facility basis and monitor trends in energy consumption using the EnergyStar *Energy Program Assessment Matrix* (unless a more suitable tool is identified). The *Assessment Matrix* is a free downloadable spreadsheet tool that can be used to track energy consumption for multiple facilities on a monthly and annual basis. It can also be used to set and monitor goals for energy reductions for each facility and/or for a group of facilities as compared to a determined baseline. Energy consumption data for use in the tool will be collected from facility utility bills.

The *Assessment Matrix* tool cannot be used to track renewable energy production; therefore, direct measurements of renewable energy produced will be added to the monthly data from utility bills to calculate total energy consumption. Dividing the renewable energy generation by the total will provide a percent of total energy consumption provided by renewable resources. This will be tracked in a separate spreadsheet and also monitored on a monthly and annual basis.

These processes will allow the Town of Alderson to verify the effectiveness of implemented projects in achieving the targeted energy reductions or renewable energy generation. It will also allow the Town to measure its progress over time toward achieving its overall energy goals. Summary reports of the implementation actions taken and the measured energy reductions will be provided to the Town Council on a quarterly basis. The Town will also convene an annual meeting to discuss the progress, identify any shortcomings, and, as necessary, adopt concrete measures for making up any shortfalls.

2. **Formalize and incorporate energy conservation practices into the operation, maintenance, and improvement of all public buildings.** The Town of Alderson recognizes that energy conservation is the easiest and cheapest way to reduce energy consumption and save on energy costs. In the 2010 resolution, it committed to "Developing principles of conservation that will be implemented in all public buildings and developing educational materials that will be distributed to the public." To this end, the Town commits to adopting energy conservation practices that will govern the use of energy in all public buildings and by all Town employees. The aim of the practices is to conserve energy and resources while saving the Town money as a result of reduced energy consumption. A secondary goal is to foster a spirit of conservation for the benefit of the community and the environment. The practices outlined below will be adopted as standard practice for all employees working in, operating, managing, or servicing public buildings in Alderson. The practices will be posted in every building, and a formal training session will be conducted to inform and educate public employees on the importance and implementation of the practices. Each employee will also be asked to sign an "Energy Conservation Pledge," which will be developed by the Alderson Green Team.

The energy conservation practices are as follows, categorized by energy use.

a. *To conserve electricity for lighting, the Town government and/or all public employees will*:
   i. Turn off all lights, equipment, appliances, and machinery when not in use. To reinforce this practice, the Town will place signage adjacent to all light switches as a reminder. This Practice will be supplemented by the installation of occupancy sensors in all rooms within every public building and the purchase and use of power strips where none exist, as resources and funding permit but in accordance with the achievement of the energy goals. The Town will adopt this practice more formally through the adoption of a Sustainable Procurement Policy, as detailed in the next section.

ii. Replace all lighting in public buildings with more efficient fluorescent lighting and fixtures, as resources permit but in accordance with the achievement of the energy goals. The Town will adopt this Practice more formally through the adoption of a Sustainable Procurement Policy, as detailed in the next section.

b. *To conserve electricity used for space cooling and heating, the Town government and/or all public employees will:*
    i. Use caulking and weather stripping around doors and windows to reduce losses of conditioned or heated air.
    ii. Install insulation where it is lacking or insufficient for preventing substantial losses or infiltration of heat through walls and ceilings. This will be done as resources permit but in accordance with the achievement of the energy goals.
    iii. Set summer cooling temperatures to a daytime temperature of 75 degrees, and winter heating temperatures to a nighttime temperature of 55 degrees and a daytime temperature of 68 degrees (the ideal temperature setting in the summer is 78 degrees). To reinforce this practice, the Town will place signage adjacent to all thermostats reminding occupants to maintain the recommended settings.
    iv. Replace all non-programmable thermostats with programmable thermostats, as resources permit but in accordance with the achievement of the energy goals. The Town will adopt this Practice more formally through the adoption of the Sustainable Procurement Policy detailed in the next section.
    v. Change air conditioner and heating unit filters regularly to ensure unrestricted air flow and to minimize the energy required to achieve a set room temperature.
    vi. Insulate exposed air conditioner and heating ducts in the attic or in other areas.

c. *To conserve electricity (or gas) used for heating water, the Town government and all public employees will:*
    i. Insulate all water heaters and associated piping (avoid blocking the pilot light access door and air flow on gas heaters).
    ii. Identify and fix all water leaks from hot water tanks and faucets.
    iii. Lower the temperature on all water heaters to 120 degrees. To reinforce this practice, the Town will place instructive signage adjacent to all water heaters.

To aid in the implementation of the Practices, the Town will organize basic conservation and energy efficiency trainings for all public employees every two years. The trainings will be required for all public employees while also being open to the public. The trainings will be developed with the support of certified professionals; consultants; local, regional, and statewide companies; utilities; agencies; and/or non-profit organizations.

3. **Develop and implement a Sustainable Procurement Policy.** To minimize the negative health and environmental impacts of its operations, the Town of Alderson commits to adopting and implementing a procurement policy that ensures that the products and services the Town purchases embody a commitment to sustainability. The process will begin with conducting an audit of the Town's purchases to determine a consumption baseline and identify opportunities for enhancing procurement sustainability. A summary of targeted requirements and items are provided below, by issue area. As of the writing of this report, Alderson's Sustainable Procurement Policy is under development and will be incorporated into the current purchasing order form.

a. <u>Energy</u>: The Policy requires the purchase of energy-efficient fluorescent lighting and light fixtures—both for the replacement of incandescent lighting and less efficient fluorescent lighting—whenever any lighting requires replacement, or as funding permits. The Town will also purchase and install energy efficiency items such as programmable thermostats, occupancy sensors for controlling lighting, and power strips for turning off all machines and appliances at the end of the work day. As higher value items require replacement, such as Heating, Ventilation and Air Conditioning (HVAC) systems and water heaters, the Town will purchase the most cost-effective yet energy efficient equipment available. Any new items purchased will be ENERGY STAR certified.

b. <u>Waste and toxicity</u>: The Policy requires the purchase of materials and products that, to the greatest extent possible, are recyclable or reusable, biodegradable, non-resource intensive, non-toxic or of comparatively low toxicity, and/or certified as environmentally friendly or energy efficient. Applicable materials include, but are not limited to, any office and non-office materials used by public officials and employees such as equipment, mechanical items, paper, stationary, presentation materials, kitchen items, and cleaning agents.

c. <u>Water</u>: The Policy requires the purchase of low-flow faucets and faucet aerators to replace and improve existing faucets as needed. The faucets/aerators for smaller sinks will have flow rates of no more than 1.0 gallon per minute. As any dishwashers or clothes washers require replacement, the new units purchased will be ENERGY STAR certified.

d. <u>Social impact</u>: In order to maximize the local economic impact and minimize the environmental impact of purchases, the Policy requires that as many items as possible be purchased from local and regional retailers. First preference for the procurement of goods or services will be given to businesses located in the Town of Alderson.

All public employees making Town procurement decisions are required to comply with the Policy to the maximum extent possible, yet within the Town's fiscal means. The Town will organize and require participation in procurement trainings for all public employees every two years. Additionally, to aid in the implementation of the Policy, the Town will require an annual report detailing the Town's purchases and their adherence to the Policy. The Town Council will use the annual reports to inform reviews of the Policy every second year and assess implementation and needs or opportunities for strengthening the Policy.

4. **Incorporate renewable energy and energy efficiency into plans for renovating or upgrading all public buildings, and assist local stakeholders in accessing available energy opportunities.** The Town commits to incorporating energy efficiency improvements and renewable energy installations into future renovations or improvements to all existing public buildings, as well as the construction of all new public buildings. In addition, the Town will strive to assist local residents and businesses in reducing their own energy consumption while gaining access to renewable energy.

Toward the achievement of these goals, the Town of Alderson will:

a. Conduct or contract for assessments of renewable energy development opportunities in and around Alderson that could contribute to Alderson's renewable energy targets, as resources permit, including solar PV and solar hot water, small wind, small and low-power hydroelectric, and biomass.

b. Promote energy assessments or audits for all interested local businesses—to be conducted by West Virginia University's (WVU's) Industrial Assessment Center (IAC) or Manufacturing Extension Partnership (MEP)—by distributing program brochures at various public locations. Numerous assessments have already been conducted (see Attachments). For low-income residents, the Town will distribute information on the state Weatherization Program.

c. Assist local businesses in accessing financing and incentives to implement energy efficiency improvements. The Town will work to connect local businesses to grant and loan opportunities through the United States Department of Agriculture's (USDA's) Renewable Energy for America Program as well as local financial institutions. In addition, the Town will distribute information on existing state and federal financial incentives as well as utility energy programs that support renewables and efficiency, and publicize information on new grant opportunities available to local businesses as they become available. These opportunities will be posted on the Town website and published in the local newspaper.

d. Connect interested residents and businesses to local renewable energy installers. This will be achieved through the organization of periodic public energy forums and other community events such as the Alderson Family Energy Fair. Information on available companies will also be distributed on behalf of the installers at public locations.

e. Organize public events and trainings on energy efficiency, renewable energy, project cost and implementation, and general concepts of sustainability.

f. As funding permits, hire or appoint an Energy Coordinator to organize and manage each of the CEP action items the Town is responsible for. The Energy Coordinator may be the same person as the Town Council member assigned to the Alderson Green Team (see item 5).

To reiterate, regarding project implementation, Alderson's limited fiscal capacity and lack of implementation funding at the present time leaves Alderson with a lack of funding and financing for the implementation of energy projects. This may prove to be a limiting factor in the pursuit of the Town's energy goals over the short term. However, Alderson commits to pursuing public and private funds and low- to no-cost financing opportunities for implementing energy efficiency and renewable energy into the Town's strategic development plans. Options include:

a. Continuing to pursue an energy savings performance contract for the Town with Energy Systems Group (ESG) or another ESCO, perhaps even as part of a larger county-wide project.

b. Exploring the Town's options for state and federal grants or financing programs, including through the West Virginia Division of Energy, West Virginia Development Office, US Environmental Protection Agency, USDA, and US Department of Energy.

c. Pursuing private funding opportunities from local, state, regional, and national foundations, including the Claude Worthington Benedum Foundation and Energy Foundation, among others.

d. Continuing efforts in working with local and regional financial institutions to obtain low-interest loans that may be used to finance efficiency upgrades and renewable energy installations.

e. Continuing to explore the feasibility of developing and/or utilizing unique financing options for renewable energy development, including third-party financing and power purchase agreements, public benefits charges, and Property Assessed Clean Energy financing programs, among others.

5. **Support and sustain the Alderson Green Team, and enhance the partnership between the Green Team and the Alderson town government.** The Green Team has served as the primary vehicle for the development of the CEP and had great success during the project period in developing community-based programs consistent with the overall goals of the CEP. However, greater involvement by Town government representatives is critical for supporting the efforts of the Green Team. Moving forward, the Town Council will play a larger role in participating in and supporting the Green Team and its activities. The Green Team will help the Town implement all aspects of the CEP and, where appropriate, assume a leadership role.

The Town Council commits to:

a. Pass a resolution/adopt an ordinance formalizing the partnership between the Town and the Green Team that describes general roles and responsibilities of the Town in supporting and implementing the CEP. The partnership will also be formalized through an official partnership agreement.
b. Appoint a Council member as liaison for local, regional, state, and national energy groups or governmental agencies and as representative to the Green Team to attend all meetings, represent the Council at Green Team events, and report to the Council each month on Green Team activities and needs. The Council member will also network with local residents and businesses, county and state government agencies, other local governments, private foundations, financial institutions, utility companies, and non-profit organizations, among others, in order to explore additional opportunities for energy-related program development, collaboration, or project funding.
c. Work with the Green Team to explore new ordinances, policies, and programs that the Town could adopt to advance the goals of the CEP and the Green Team, including but not limited to developing a ride-share program, passing a local green buildings ordinance, and/or recommending conservation-oriented curricula to be developed at Alderson Elementary.
d. Assist in organizing community educational and outreach events, programs, and trainings.
e. Assist in developing informational materials pertaining to the CEP and Green Team activities as well as conducting media outreach.
f. Take primary responsibility in implementing items 1 through 3 of the CEP.

The Alderson Green Team will:

a. Support the Town government in planning, obtaining financing for, and implementing new projects related to energy efficiency, conservation, and renewable energy.
b. Take the lead in organizing and developing new small-scale community-based projects that achieve the goals of the CEP while enhancing community awareness and involvement.
c. Assist in organizing community educational and outreach events, programs, and trainings.
d. Assist in developing informational materials pertaining to the CEP and Green Team activities as well as conducting media outreach.
e. Participate in networking with local residents and businesses, county and state government agencies, other local governments, private foundations, financial institutions, utility companies, and non-profit organizations, among others, in order to explore additional opportunities for program development, collaboration, or project funding for both Town implementation efforts and Green Team activities.
f. Improve the substance and timing of meetings as well as avenues of communication with local residents, businesses, and the Town Council.

Collaborative activities of the Town Council and the Alderson Green Team will include:

a. *Applying to Bridgemont Sustainability Institute's "West Virginia Sustainable Communities" (WVSC) program.* Over the project period, the Green Team held numerous meetings with the WVSC program to discuss the possibility of becoming a member community. As part of the CEP, the Green Team, representing Alderson, has decided to pursue membership in the program. The program will help further refine our short- and long-term energy goals and provide resources for supporting the Town's ability to realize its vision of becoming "the greenest small town in West Virginia."

b. *Developing new small-scale, community-based projects.* Through the Green Team, the Town has made great strides in laying the groundwork for a sustainable Alderson by developing projects and organizing events that have been envisioned, developed, and led by community volunteers. These include: developing the first-ever recycling program for the Town, creating a green team at Alderson Elementary that explores themes of sustainability through various activities, and organizing events that enhance community awareness of sustainability. New projects may include working with the Alderson Ministerial Association to provide weatherization education, assistance, and materials to low-income residents in the area and exploring the concept of developing a community-owned solar system.

c. *Continue and expand outreach and dissemination.* Interest in energy planning has grown both within the Alderson community and in nearby towns such as Ronceverte. Together, the Green Team and the Town Council will organize presentations to share our energy plan to stakeholders across the Greenbrier Valley, assist other towns in taking steps toward developing their own energy plan, strive to make the Alderson Family Energy Fair an annual event, and continue to develop useful tools and resources and expand outreach and educational efforts within the Town of Alderson. By doing so, Alderson will benefit from the increased exposure of its efforts while advertising Alderson as a leader in sustainable economic development for small towns.

6. **Expand Alderson's recycling program and incorporate recycling standards into government operations.** With the help of private funding and the donation of a recycling container from the Greenbrier County Solid Waste Authority (GCSWA), Alderson started its first-ever recycling program in July 2011. Currently, there is little funding to expand the program, and the maintenance and transportation of the container and materials is being conducted by volunteers. To expand the Town's recycling program, Alderson commits to pursue long-term funding from the West Virginia Department of Environmental Protection's (WVDEP's) Recycling Program Assistance Grant and other sources in order to achieve the following:

   a. expanding and maintaining the Town's recycling capacity, including adding curbside recycling for all residents and businesses and adding permanent recycling containers throughout the Town;
   b. hiring a part-time employee to sort and transport the recycled materials; and
   c. expanding outreach and educational efforts to advertise the benefits of recycling and the products that can be recycled.

In addition to expanding the Town program, the Town will require that all public employees reduce or eliminate unnecessary waste generated by administrative and other activities, such as unnecessary incoming and outgoing mail. The Town will also require that all employees reduce individual and office consumption of basic office materials and reuse certain materials such as paper. The Town will establish recycling points convenient for public employees and ensure that all collected recyclable materials are transported to and deposited into the Town recycling containers.

A timeline for implementing the CEP is provided on the following pages.

Timeline for implementation of energy targets and action items

Energy targets	2012			2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	July	September	December										
Energy efficiency target (percent energy reduction below 2012)	--	--	--	0.5%	1.0%	1.5%	2.0%	3.0%	3.9%	5.4%	6.8%	8.2%	**10.0%**
Annual efficiency target (energy reduction below previous year)	--	--	--	0.5%	0.5%	0.5%	1.0%	1.0%	1.0%	1.5%	1.5%	1.5%	**2.0%**
Renewable energy target (percent of previous year electricity demand)	--	--	--	--	--	1.0%	--	2.0%	--	3.0%	--	4.0%	**5.0%**

Action items	2012			2013	2014	2015	2016	2018	2020	2022
	July	September	December							
Refine energy goals and develop implementation plan										
Develop comprehensive energy baseline										
Adopt detailed energy targets for buildings										
Refine overall energy goals										
Identify and prioritize energy projects										
Develop detailed implementation plan and set timelines										
Formalize and incorporate Energy Conservation Practices										
Develop Energy Conservation Practices for employees										
All public employees sign Energy Conservation Pledge										
Post Energy Conservation Practices and Pledge in all public buildings										
Place signage next to switches/equipment										
Organize basic conservation and efficiency training(s)										
Identify/implement affordable short-term lighting and equipment upgrades and weatherization improvements										
Develop and implement a Sustainable Procurement Policy										
Conduct audit of Town purchases to develop baseline										
Develop list of items to be replaced										
Identify local and regional contractors and retailers for providing Town procurement needs										
Implement Policy										
Annual reports										
Two-year reviews										

Legend

		Target date/deadline
		Ongoing progress

Action items (continued)	2012			2013	2014	2015	2016	2018	2020	2022
	July	September	December							
Incorporate renewables/efficiency into plans for improving public buildings; assist local stakeholders										
Promote energy assessments or audits for all interested local businesses	░	░	▓							
Connect interested residents and businesses with renewable energy installers	░	░	▓							
Continue to pursue an energy performance contract	░	░	▓							
Explore options for state/federal grants and loans, private funding or financing, and/or for developing a public energy financing program	░	░	▓							
Obtain assessments of renewable energy opportunities in and around Alderson	░	░	░	▓						
Assist local businesses in accessing financing and incentives to implement efficiency improvements	░	░	░	▓						
Organize public events and trainings on energy efficiency, renewable energy, and sustainability	░	░	░	▓						
Hire or appoint a Town Energy Coordinator (as funding permits)	░	░	░	▓						
Develop/implement renewable energy and energy efficiency projects	░	░	░	░	░	░	░	░	░	▓
Track and monitor progress toward energy goals	░	░	░	░	░	░	░	░	░	▓
Support and sustain the Alderson Green Team and enhance partnership between Town and Green Team										
Pass a resolution or adopt an ordinance formalizing the partnership	░	▓								
Appoint a Town Council member to the Green Team	░	▓								
Work with Green Team to explore new ordinances, policies and programs to advance energy plan	░	░	▓							
Develop outreach and educational materials for energy plan and Green Team activities	░	░	▓							
Organize community and outreach events, programs and trainings	░	░	░	░	░	░	░	░	░	▓

Legend		
▓	░	Target date/deadline
▓	░	Ongoing progress